

TOWARD A PREEMPTIVE SOCIAL ENTERPRISE

MATTHEW
MANOS

FOREWORD BY
STUART CANDY

TOWARD A PREEMPTIVE SOCIAL ENTERPRISE

TABLE OF CONTENTS**How to Read This Book**

BY MATTHEW MANOS pg. 04

Foreword

BY STUART CANDY pg. 05

PART 01:**THE MANIFESTO**

BY MATTHEW MANOS pg. 14

PART 02:**ESSAYS, SCENARIOS,
CONVERSATIONS**

pg. 57

Impractically Practical

BY MATTHEW MANOS pg. 58

What Does it Mean to Be a Futurist?

BY MATTHEW MANOS pg. 75

Meditations on Preemptive Social EnterpriseMATTHEW MANOS WITH KRISTI DURAZO, TREVOR HALDENBY, JAMES HUGHES,
DR. ZHAN LI, DR. JOSE RAMOS, NATHAN SHEDROFF & BRUCE STERLING pg. 80**Rendered Precarious**

BY JAKE DUNAGAN pg. 92

CON'T.

The History of the Future of Social Enterprise

CURATED BY MATTHEW MANOS DESIGNED BY KATE MANOS
WRITING & RESEARCH BY ALIDA DRAUDT, JONJOZUF "JJ" HADLEY,
RYAN HOGAN, LETICIA MURRAY, GREGORY STOCK & JULIA WEST pg. 99

Scenarios for the Preemptive Social Entrepreneur

CURATED BY MATTHEW MANOS, WRITTEN BY FRANK GALLIVAN,
CAMILLE GRIGSBY-ROCCA, TRAVIS KUPP, DANIEL OLARTE,
TYLER RIVENBARK, DAVID ROSELLE & SHAR SHAHFARI pg. 103

The Futures of Pro-Bono

BY JAKE DUNAGAN & MATTHEW MANOS pg. 117

An Attempt to Automate Entrepreneurship

BY MATTHEW MANOS pg. 126

PART 03:

THE WORKBOOK

pg. 152

Activities 01-05

pg. 153

Models of Impact: The Glossary

pg. 163

Afterword
BY MATTHEW MANOS
pg. 179

How to Read This Book

Matthew Manos

What you are holding in your hands is a manifesto, surrounded by a diverse range of perspectives, narratives, conversations, and tools that push the ideas of our manifesto forward. In publishing *Toward a Preemptive Social Enterprise*, our intention is to inspire the next generation of social entrepreneurs to consider the future as something to design for.

As with my previous project, *How to Give Half of Your Work Away for Free*, this "book" is not necessarily intended to be read as a "book", in linear fashion. Instead, *Toward a Preemptive Social Enterprise* is intended to be a grab-bag of deeply considered ideas and meditations on the future of a promising movement.

Foreword

Stuart Candy

Business as a category of human activity has traditionally aimed to maximise certain outcomes at the expense of others. Other communities, other species, other places, and future generations.

Take the oil industry for example. Like the endlessly ingenious tools of the extractive trade themselves, profit-first business morphs to fit the contours of the lucrative niche. I locate a rich deposit, I work out access to it by hook or by crook, and voilà: I drink your milkshake. Other impacts are someone else's problem.

TRADITIONAL BUSINESS IS A BADLY BROKEN FINITE GAME.

Yet it is possible to flip the premise. Here is the quietly revolutionary but increasingly obvious alternative: morph the enterprise to generate desired impacts, and reverse engineer a business model to make it economically viable.

This change-making path is often called social enterprise, and the figure animating that change and beating that path is the social entrepreneur.

Social entrepreneurship comes from the overdue recognition that business is an engine of change – nay, a powerhouse. More and more of us see that to harness its institutional potential to worthwhile ends could be hugely influential, generating outcomes as deliberate and positive as the outcomes generated by legacy means have been accidental and destructive.

As Matthew Manos explains in these pages, “A social entrepreneur is a designer of business whose intentions are not in capital gain, but instead in the advancement of the greater good of society.” The central formula is, then, approximately: business + design + ethics (greater good) = social enterprise.

When one surveys today’s fast-changing “ecology of commerce”, in Paul Hawken’s resonant phrase, we find a wide range of creatures from different evolutionary eras living side by side. There seem to be many recent, small initiatives nobly attuned to the full spectrum of their impacts. Generally these are nimble little Darwinian upstarts, yet to prove their fitness over generations. Such hopeful mutants co-exist alongside others, bigger and older, but catching on to the emerging rules of the infinite game, and if nothing else keen to be thought of as doing the right thing. Alongside these in turn can be found still others – some of the biggest, most formidable, and lumbering beasts in the landscape – that show zero indication of giving any shits at all about the greater good.

THUS WE FIND OURSELVES IN A STRANGE TRANSITIONAL ERA FOR BUSINESS.

Consider entrepreneur Tony Hsieh’s recent memoir *Delivering Happiness*, which documents the heroic efforts at his company Zappos to establish a viable niche as a service-oriented online shoe retailer. This story elicits a paradoxical kind of wonder. On the one hand, we can admire the way the organisation has promoted passion, purpose, and positive experiences for those in its immediate orbit. On the other hand, we may be simultaneously baffled by a lack of attention to the happiness of the invisible yet essential legions of workers further up the supply chain; those who actually stitch and glue together the shoes at the heart of each all-smiling transaction.

This integration of ethics into business, then, the “sociality” of social enterprise, is patchy, with even some of the good guys having serious blindspots. To misquote William Gibson, social enterprise may already be here, but it’s by no means evenly distributed.

Still, there is no mistaking the direction in which the global connectivity, transparency, and systemic awareness are pushing. Some people, reporting right from the cutting edge, are perfectly positioned to help the rest of us understand where social enterprise, and ultimately business in general, need to go. Matthew Manos is such a person.

“The entire premise of social enterprise relies on reaction,” he writes. The default setup is “post-traumatic innovation”, but waiting until something has gone wrong—treating disaster as the trigger for action—is irresponsible.

It turns out that thoughtfully engaged and ethically motivated business can still be stuck in the past, solving one set of problems while leaving others untouched, or even making them worse.

It is therefore the aim of the book you are reading to show that a crucial ingredient is missing from the social enterprise formula: foresight.

The next generation of social entrepreneur must be “preemptive”, less problem-ameliorating and more visionary, attending not only to traumas in need of remedy, but also to opportunities of shaping positive change, based in coherent, plural perspectives on how the whole system could evolve.

Social entrepreneurs should also be futurists.

Now, this is a big idea, and dealing with big ideas is hazardous, especially when it comes to value shifts. The more basic, load-bearing, and “self-evident” the assumptions at issue, the more readily attempts to address them risk being dismissed as irrelevant (incompatible with current settings) or redundant (since, once absorbed, previously unfamiliar settings become normal again).

However, someone has to take on the big ideas, and in business, “normal” needs major renovations. So regardless of whether

you already share its view, or disagree vehemently, you should read this book.

To be slightly pre-emptive myself for a moment, it may be that some readers find this argument for foresight to make a poor accompaniment to a fond belief that the market already and automatically incorporates whatever information about the future it needs to.

You are invited to consider that the invisible hand mediating market participants works only with information in the system, and since there are no future facts, the hand can contribute no more foresight than the parties themselves bring to the situation. If we want markets to take the future into account, the people in them need to do it.

Then again, there may be some entrepreneurs sceptical about the value of designated "foresight" tools, since they already are creating the future, thank you very much. This resembles claims I have heard from some designers I've met over the last ten years.

They are partly right, of course. But it is a truism to claim that business, or design, is creating the future. As Kenneth Boulding has pointed out, all decisions are about the future. Merely existing helps to create the future, and inactions can have an effect just as surely as actions do. Neither the claim nor the fact that one is already "shaping the future" puts that activity beyond the possibility of improvement.

The good news is that designers and entrepreneurs alike are perfectly positioned to use strategic foresight approaches, such as horizon scanning, scenario generation, and experiential futures; the inherent future-shaping properties of design and business make these valuable places to integrate such a futures literacy.

Part of what Manos and his collaborators seek to do in this book, very successfully I think, is show that entrepreneurs and designers must take it upon themselves to be more systematic, deliberate and detailed in articulating which futures are at issue; which scenarios their efforts mean to help avoid and, more importantly, which ones they intend to help realise.

Preemptive social enterprise, therefore, ties our initial recognition of institutional capacity ("business is a powerful

category of actor") to the capacity for individual action ("what can I do?"), and turns a personal ethical problem ("how can I as an individual exert meaningful influence?") into a collective design invitation ("what can I start, or help to grow, that may have the outcomes I wish to see?").

But let's be clear about the depth and reach of what is being suggested here. We are not talking about a one-time goal shift, but about the development and integration of a permanent and self-renewing orientation. Not merely a new direction, but a new way to navigate.

One way to appreciate the significance of the argument is to call to mind the generic taxonomy of "places to intervene in a system" offered by Limits to Growth lead author and pioneering systems thinker Donella Meadows. What Manos is inviting social entrepreneurs to do, in effect, is move some of their effort and attention upstream where greater influence can be had. He would not merely have us put business in service of different, even if more worthwhile, "goals of the system" (number two on Meadows's list). The case for preemptive social enterprise is directly affects "the mindset or paradigm" out of which the goals themselves arise. This is leverage point number one, which implicitly impacts goals, and everything else.

Why does this matter? The cultivation of a capacity for strategic foresight entails a rigorous, informed, creative, generative, and always updating view of the world's and of one's own possibilities. Integrating it represents a change with ongoing and ever-evolving implications for organisational and individual activity.

In earlier work, echoed and amplified here, Manos has set about addressing how entrepreneurship is done, carefully documenting all existing business models in order to work out where underexplored potential lies. So the perspective of this book is -- bear with me now -- meta-entrepreneurial. It is being entrepreneurial with regard to entrepreneurship itself; not only using existing tools to put the changemaking powerhouse of enterprise in service of "better goals", but seeking to make it self-improving. Retooling the toolkit.

As Stewart Brand, another important social innovator, and a futurist too, has pointed out: "Nobody can save the world,

but any of us can help set in motion a self-saving world." Foresightful, anticipatory, or to use Manos's chosen word, preemptive social enterprise may well be a critical, organic ingredient of a self-saving world; more flexible and resilient, more apt to adjust and to learn.

**PREEMPTIVE SOCIAL ENTERPRISE IS A
BID FOR BUSINESS TO EMBRACE AN
ITERATIVE, ANTICIPATORY LEARNING
FUNCTION, AND FOR THIS TO FACE
OUTWARDLY AND INWARDLY AT
THE SAME TIME: "THE DESIGN OF
SCENARIOS, AND, MOST IMPORTANTLY,
THE DESIGN OF OURSELVES WITHIN
THOSE SCENARIOS ALLOWS FOR
A DEEP UNDERSTANDING OF OUR
POTENTIAL, PREFERRED, PROBABLE,
OR PLAUSIBLE FUTURES."**

"The design of ourselves" seems an important phrase. What might this entail?

I suspect that the answer may rest in a central, and highly valuable idea explored in this book. If you wish to realise a changed world, it is important to invest in imagination.

Now, one reason why I think Matthew Manos is so effective as a designer, as an entrepreneur, and as a person is that he doesn't take conventional dichotomies at face value. He does not, for example, seem to see invention as being somehow elevated over or opposed to the legwork of researching that which already exists. This attitude lets him do the due diligence of assembling a near-exhaustive catalogue of business models, as well as adding his own--not only in theory but in ever-iterating, ever-improving practice. Nor does he snap-to-grid with an assumption that many others seem to live by, that imagining and implementing are somehow opposites. Instead,

he treats the two, rightly I think, as equal, necessary and complementary facets of the same changemaking work. This lets him try out more ideas in a single project than a lot of people could be proud to have initiated over a span of years.

Even the seemingly foundational opposites of fact and fiction, when it comes to navigating change towards preferred futures, are unhelpful signposts. For what is a dream that one means to manifest if not both fiction and fact at once? Or rather, fiction that aspires to fact, and thereby creates it?

So one of the conventional dichotomies that this work refuses, critically, is the putative “realism” of business vs the “indulgence” of imagination.

AGAIN: IMAGINATION IS AN INVESTMENT.

Over the past decade, designers have turned to futures practice, and futurists to design, out of a mutual need to integrate speculative and material registers. A flowering of hybrid practices – experiential futures, design fiction, speculative design – has been the result. All sorts of tangible artifacts and immersive experiences that make futures more easily shareable, thinkable and feelable. A few years ago, fellow traveller Bruce Sterling proposed this definition of design fiction, “the deliberate use of diegetic prototypes to suspend disbelief about change”.

However, as digital media professor Janet Murray has observed, “When we enter a fictional world, we do not merely ‘suspend’ a critical faculty; we also exercise a creative faculty. We do not suspend disbelief so much as we actively create belief.” Similarly, interactive performance specialist Jeff Wirth points out that his artform “does not rely on the ‘suspension of disbelief’”, but rather “calls for an ‘investment of belief.’”

After a decade of working at this intersection of design and futures, I think it may be time to retire our long-term loan of Samuel Taylor Coleridge’s wonderful but too-limited notion of “suspension of disbelief”, in favour of this idea that we really invest belief in our imaginings, in order to see where they may take us. Suspension implies an interim state, with

nothing much changing once the thing suspended is reinstated. But one invests with a view to a return.

Peter Lunenfeld's "return on vision" cited by Manos is right on point: we should invest in imagination, and seek our return in the new options and pathways that thereby become available.

Why so? People are extraordinarily plastic, and versatile, as testified by the massive (if lately endangered) diversity of human cultures built atop a more or less identical biological substrate. I've suggested this before, mashing up media ecologist Marshall McLuhan and sociologist-futurist Fred Polak: we shape our images of the future, and meanwhile they shape us.

Therefore, if design has given to business some tools with which to be more creative and intentional, and futures has offered business a vocabulary of long-range outcomes, then perhaps here we have a hint as to how business can return the favour to both. The framing and language of investment, unshackled from its bloodless, numerical bottom-line connotations, but retaining the impulse to clear-eyed evaluation of what one really values, and how much difference one's actions are really making, could prove an important loan for designers and futurists alike.

This book calls for bringing futures and foresight work into the repertoire of the social innovator or entrepreneur. We have touched on why, and also also, broadly, how, by investing time and effort in experimental belief structures, the imagination of alternative worlds. If you're as pragmatic and results oriented as I hope you might be, then at this point you'll be itching for more concrete details. But WHAT does this mean, specifically, on Monday morning?

Good, good. Read on!

The ultimate test of these ideas does not consist in what they do for you on the page, but in your search for ways to take them on in your life. The truest and fullest response is one for you – for all of us, a community – to find in the doing, and share.

I know, and suspect you know too, that business is changing, and that it needs to change, dramatically so, in order at

last to fit the contours of the infinite game that makes all of this possible.

I believe that if you follow along a little ways in the direction this book is pointing, towards the preemptive social enterprise, your practice may become more imaginative, your convictions more grounded, your perceptions more trenchant, your action more effective, and the world incrementally more just.

And I hope you will agree that it is well worth a try.

STUART CANDY

MUSEU DO AMANHÃ, RIO DE JANEIRO, JULY 2016

Stuart Candy is an experiential futurist and design professor who has spent a decade opening up new approaches to collective imagination at the intersection of foresight and design. His work on bringing futures to life through transmedia storytelling has appeared in festivals, conferences, museums and city streets around the world, on the Discovery Channel, and in the pages of The Economist and Wired. Focusing on collaborative foresight for the greater good, he has partnered with clients ranging from the United Nations Development Programme to the Sydney Opera House, IDEO, University of Oxford, Burning Man, and the government of Singapore. A Fellow of the Museum of Tomorrow (Brazil), INK (India) and The Long Now Foundation (USA), he recently co-created The Thing From The Future, an award-winning card game for generating design fiction.

PART 01:

THE MANIFESTO

Social entrepreneurship is almost always too late.

As practitioners of social enterprise, we hold the assumption that our responsibility is to exclusively act post-crisis in order to gradually chip away at a persistent problem, or to maintain a state of peace. The art of reaction is necessary, but the expectation of post-traumatic innovation as the singular starting point for an entire industry is limiting. What if social enterprise was also responsible for preemption? What if social entrepreneurs were also futurists? This is the message of our manifesto.

A
TOWARD
PREEMPTIVE
SOCIAL
ENTERPRISE

TOWARD^A PREEMPTIVE SOCIAL ENTERPRISE

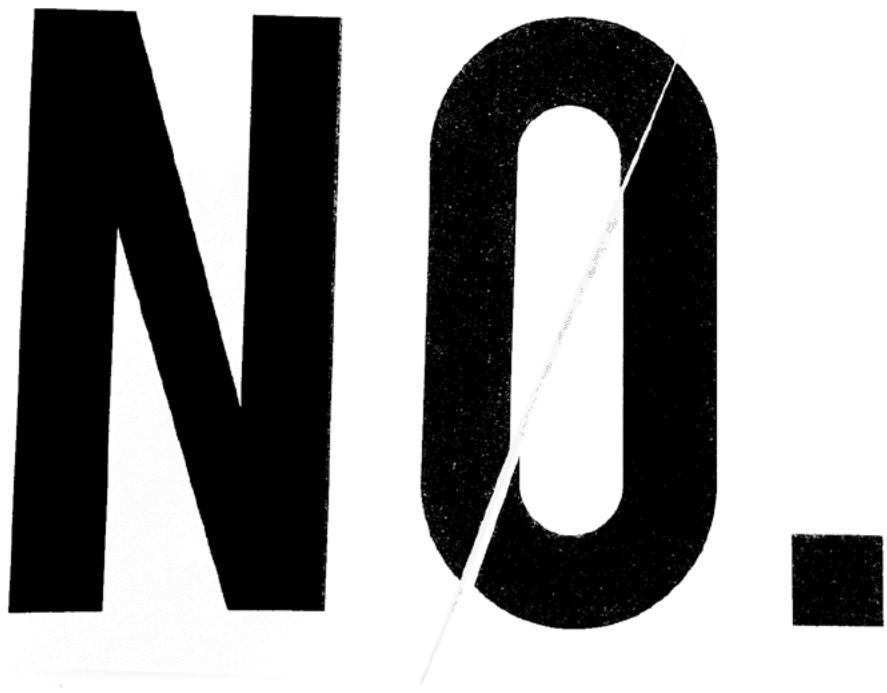
**SOCIAL
ENTREPRENEURSHIP
IS A FIELD DEFINED BY
REACTION.**

**SOCIAL ENTERPRISE
IS BUILT AROUND THE
ART OF REACTING
TO SOMETHING
THAT HAS ALREADY
HAPPENED. THIS IS
ALWAYS A REACTION
TO SOMETHING
TERRIBLE, &
THIS REACTION
REPRESENTS THE
HEART & SOUL OF
AN ORGANIZATION'S
CORE VALUES.**

**COULD A
NON-PROFIT
ORGANIZATION
EXIST, IF NOT FOR
SOMETHING
TERRIBLE?**

No.

**COULD A SOCIAL
BUSINESS EXIST, IF
NOT FOR SOMETHING
HAVING GONE AWRY?**



**COULD A
VENTURE-BACKED
STARTUP EXIST,
IF NOT FOR
SOMETHING
TERRIBLE?**

YES
LÉ.
✓

**IN THE FIELDS OF
BUSINESS PERIPHERAL
TO SOCIAL ENTERPRISE,
INNOVATION IN TIMES
OF GREAT PRIVILEGE
OR CONVENIENCE
IS ENCOURAGED &
INCUBATED.**

**THE ENCOURAGEMENT
TO THINK
PREEMPTIVELY IS
AMONG THE KEY
DIFFERENTIATORS
BETWEEN A SOCIAL
ENTERPRISE &
A TRADITIONAL
ENTERPRISE.**

**THE ENTIRE PREMISE
OF SOCIAL ENTERPRISE
RELIES ON REACTION.**

**OURS IS A FIELD OF
BUSINESS THAT IS
BUILT UPON THE
FAILURE OF A NATURAL
OR SOCIETAL SYSTEM.
OURS IS NOT A FIELD
THAT PROFITS FROM
THE CONTEMPLATION
OF THE SIGNALS OF
FAILURES THAT
HAVE YET TO EXIST.**

**SOCIAL
ENTREPRENEURS
ARE INSPIRED
INTO ACTION BY
THE TRAUMA OF
THE PRESENT, &
INNOVATION
IS ONLY BORN
OUT OF AN
EXISTING STATE
OR EMERGENCY.**

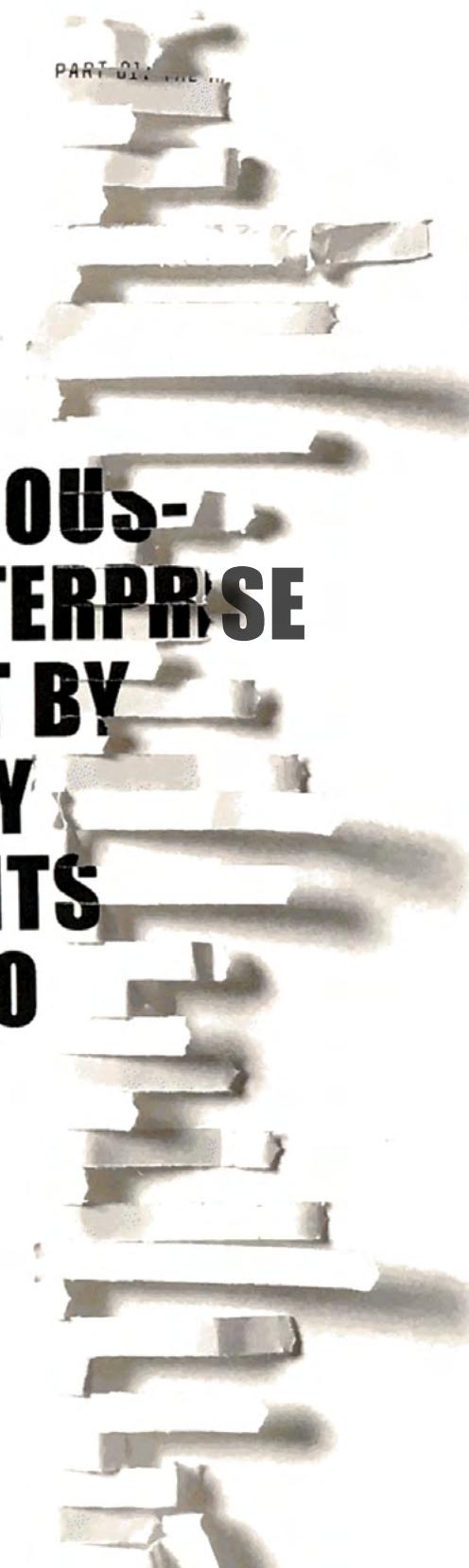
PART 01: THE MANIFESTO

**SOCIAL
ENTREPRENEURS
PERCEIVE TRAUMA
AS PERMISSION
TO INNOVATE.**

**THIS IS NOT
A RESPONSIBLE
ASSUMPTION.**

**BY RELYING ON
TRAUMA TO BE OUR
LEADING INCUBATION
TACTIC FOR NEW
SOCIAL ENTERPRISES,
WE ARE DISTRACTING
OUR INDUSTRY FROM
ITS UNIQUE POTENTIAL
TO GO FAR BEYOND
THE OPPORTUNITY OF
YESTERDAY'S
CATASTROPHE.**

**WHILE
PROFIT-MINDED
ENTERPRISE FINDS
SUCCESS ON THE
BASIS OF BALANCING
REACTION &
PREEMPTION,’**



PART 01. THE ...

THE CONSCIOUS-MINDED ENTERPRISE MISSES OUT BY EXCLUSIVELY INVESTING ITS ENERGY INTO THE ART OF REACTION.

**REACTION IS
NECESSARY,**

**BUT
REACTION
CAN NO
LONGER BE
REVERED AS
THE HOLY GRAIL,
OR SINGULAR
EXPECTATION,
OF THE
NEW SOCIAL
ENTREPRENEUR.**

**SOCIAL ENTERPRISE
HAS FAILED TO
ENCOURAGE A
DISCIPLINE THAT
CAN DEVIATE FROM
THE TRAUMA OF
THE INDUSTRY
THE PRESENT, AND
THESE STRICT
EXPECTATIONS HAVE**

~~FAILED TO ENCOURAGE
A DIVERSE SET OF
THEORIES AND
INITIATIVES CENTERED
AROUND A TRAUMA
THAT HAS YET TO
EXIST.~~

THE NEW SOCIAL ENTREPRENEUR™

MUST
ALSO
BE
PREEMPTIVE.

**THE PREEMPTIVE
SOCIAL ENTREPRENEUR
UNDERSTANDS A NEW
SUITE OF PREVIOUSLY
UNIMAGINED
PROBLEMS,
AS WELL AS THE NEXT
EVOLUTIONS FOR THE
PRESENT DAY'S MOST
PERSISTENT SOCIAL
AND ENVIRONMENTAL
ISSUES.'**

**THE NEXT WAVE
OF SOCIAL
ENTREPRENEURS
MUST INCLUDE A
COMMUNITY
OF THOSE WHO
CHOOSE TO FOCUS
ON THE FUTURE.
THESE ARE
INNOVATORS
WHO REFUSE TO
WAIT FOR THE
BOMB TO EXPLODE.**

**THE PREEMPTIVE SOCIAL
ENTREPRENEUR
IMAGINES A FUTURE
THAT IS BESPOKE—
A FUTURE THAT IS
IDEAL.**

**THE PREEMPTIVE SOCIAL
ENTREPRENEUR
WORKS BACKWARDS
FROM THE IDEAL.***

**THE PREEMPTIVE SOCIAL
ENTREPRENEUR
IS A VISIONARY &
CONCERNS
THEMSELVES
WITH THE STUDY OF
SYSTEMIC
INTERVENTIONS.**

**THEY IMAGINE
IMPLICATIONS.**

**THEY AUTHOR
SCENARIOS.**

**THEY PLAN...
STRATEGICALLY.**

THE PREEMPTIVE SOCIAL ENTREPRENEUR BALANCES THEORY & PRACTICE.

THE PREEMPTIVE...
SOCIAL
ENTREPRENEUR
IS NOT NECESSARILY
A BUSINESSMAN.

**WE MUSTN'T ALL
FOCUS ON
CLEANING BEACHES.**

**WE MUSTN'T ALL
FOCUS ON
FEEDING THE POOR.**

**WE MUSTN'T ALL
FOCUS ON
HOUSING THE
HOMELESS.**

**WE MUSTN'T ALL
FOCUS ON
CURING DISEASES.**

**WE MUSTN'T ALL
FOCUS ON
DONATING GOODS &
SERVICES.**

THE OLD SOCIAL
ENTREPRENEUR IS
FUELED BY THIS
KIND OF REACTION.
OF COURSE SOCIAL
ENTREPRENEURS
MUST BE ENGAGED
WITH THE TRAUMA OF
THE PRESENT. BUT THE
PREEMPTIVE SOCIAL
ENTREPRENEUR MUST
ALSO CONSIDER
THE TRAUMA OF THE
FUTURE.

**THE NEW SOCIAL
ENTREPRENEUR WILL
STRIKE A BALANCE
BETWEEN REACTION
AND PREEMPTION.
THE NEW SOCIAL
ENTREPRENEUR ASKS,
“WHAT IF?”, AND
THE NEW SOCIAL
ENTREPRENEUR IS
A FACILITATOR OF
CHANGE.**

**THE NEXT GENERATION
OF SOCIAL ENTERPRISE
MUST WELCOME THE
PREEMPTIVE SOCIAL
ENTREPRENEUR.**

**THE PREEMPTIVE SOCIAL
ENTREPRENEUR
IS THE NEW SOCIAL
ENTREPRENEUR.**

PREEMPTION OR REACTION?

PREEMPTIVE & REACTIVE

REACTION TO THE PREEMPTION.

WELCOME
THE NEW SOCIAL
ENTREPRENEUR

**WELCOME,
THE NEW SOCIAL
ENTREPRENEUR.**

WE NEED YOU.

WE'RE GLAD
YOU'RE HERE.

WE NEED YOU.

**WE'RE GLAD
YOU'RE HERE.**

PART 02:

ESSAYS, CONVERSATIONS, SCENARIOS

Impractically Practical

Matthew Manos

Editor's Note: This pair of essays was originally published in the exhibition catalogue for "Impractically Practical." While the premise holds true, the vocabulary and framing has shifted slightly since its first publication. The initial essay was built upon the premise of "Fictional Entrepreneurship." Fictional Entrepreneurship is the use of design fiction to imagine businesses in order to discover what could be, creating things that are not impossible, but possible, often times derived from utopian, theoretical, and philosophical principles. Fictional entrepreneurship aims to author critical media through the creation of enterprises (imaginary, and real). For this edition, we evolve the concept to be re-framed as "Preemptive Entrepreneurship." This has proven to be a more accurate representation of the concept as a whole.

Part 01: Preemptive Entrepreneurship

Numbers are a hindrance on history-making skills. Producing cultural change is an act that is far too radical for a quantitative practice. Entrepreneurs and researchers of business often turn towards numbers to learn how coordination or reallocation can be optimized to provide a great benefit

to either corporate or social entities. A quantitative and theoretical stance like this is actually crippling to the radical thinking of which an entrepreneur is capable, limiting their ability to innovate that which does not exist and change the way we, as consumers and human beings, perceive the world around us, on both a macro and micro scale.

“WHY WASTE YOUR TIME TRYING TO DISCOVER THE TRUTH WHEN YOU CAN SO EASILY CREATE IT?”¹

DAVID BALDACCI

Culture-shifting entrepreneurs open possibilities for consumers to change the way they see themselves. What is a logo? What is a business? If a logo is merely a representation of something, perhaps it is not limited to a vector or typeface, but instead can be understood in terms of architectural structure. In the same way, perhaps a business is not an exporter of goods and services, but instead a manufacturer of vision, narrative, and critical discourse. Perhaps business is a way of seeing the world from the lens of the future as a way to understand the here and now- a potential for preemption as opposed to reaction.

“THE APPEARANCE OF OBJECTS IN INFORMATION SOCIETY [...] IS NO LONGER PRIMARILY VISUAL, BUT INFORMATIONAL. THE INFORMATIONAL IMPRINT OF A BRAND- OR LACK THEREOF- PROVIDES A NEW PARADIGM FOR ITS MANAGEMENT.”²

METAHAVEN

Lifestyle, Social, and Serial are the current ways of defining a private sector entrepreneur's intentions. An understanding of these three approaches to entrepreneurship is crucial as we begin to examine the need for a new category. The Lifestyle Entrepreneur is a catalyst for enterprise that is motivated by a deep passion for the goods and services

they produce. This can be often found in local, brick-and-mortar business as well as extreme niches and family owned business, passed down from generation to generation. The principal of a "lifestyle enterprise" takes sincere pride in the tradition of their business as well as the integrity of their exports, placing that love before revenue. Perhaps a more "greedy" category of entrepreneurial endeavor is known as the "serial entrepreneur." A serial entrepreneur is a business innovator that is attracted to profit and tends to see a value and opportunity in everything. These are the kinds of innovators that will sell something for which they feel no passion just to turn a profit. Revenue is the primary concern. Businesses that are the result of such intentions tend to be knock-off brands or other products and services that lack originality and innovation. The final category within the field of entrepreneurship is the Social Entrepreneur. A social entrepreneur is a designer of business whose intentions are not in capital gain, but instead in the advancement of the greater good of society. A social enterprise is one that thinks and operates as a nonprofit organization would, but is designed to be able to sustain itself and actually create a profit as opposed to relying on funding from the government or private donors. This innovative approach to business is often referred to as "good capitalism," a response to the greed and excess the business industry is so often criticized for. While each of these three approaches to entrepreneurship are drastically different, they each are connected in the sense that they are reactionary. It is believed by business theorists that consumers only know what they need after a change or event has taken place³. Therefore, entrepreneurship is always a response, or a reaction. I would like to question this outlook on entrepreneurship by suggesting a new category within the field that is not a response, but a catalyst. Preemptive Entrepreneurship.

"WHY SAVE THE WORLD WHEN WE CAN DESIGN IT?" SERPICA NARO

Now, more than ever, is the time for the field of business, and the role of entrepreneurs to change drastically. We have entered a time in which we lack the capability to foresee what

technological advancements and capabilities will take place in the next four years. It's said that the 10 most sought after jobs of 2010 did not exist in 2004, and I argue that the top 30 jobs of 2030 do not exist as I sit at my desk, typing this today. So how do we, as designers, understand the future of markets, and the future of business design? We make it up.

“LARGER PROVIDERS WILL ENGAGE IN A FRENZY OF CONSOLIDATIONS TO ACQUIRE STOCKPILES OF REPURPOSABLE CONTENT. DIVERSITY DECLINES AS THE LITTLE GUYS CONTINUE TO GO OUT OF BUSINESS. THIS UGLY SITUATION WILL CONTINUE UNTIL SOMEBODY SMART ENOUGH TO TAKE ADVANTAGE OF THE OPPORTUNITY CREATES NEW BUSINESS MODELS WITH WHICH CONTENT—REAL, ENGAGING CONTENT—CAN FLOURISH. AGAIN, BUSINESS INNOVATION IS AS IMPORTANT AS TECHNOLOGICAL INVENTION. WE FACE A CRISIS IN CONTENT—WHO WILL MAKE IT, HOW WILL IT BE PAID FOR, AND WHAT WILL IT BE WORTH IN A NEW MEDIA WORLD?⁴” BRENDA LAUREL

It should go without saying that imaginary thinking and fiction is a necessity in the field of business. Without intervention and risk-taking, the world becomes synonymous to a treadmill. I argue that the innovation process can be pushed to a radical extreme, a level none of us can possibly foresee or imagine. This requires a substantial risk, calling for the entrepreneur to leave behind capitalistic and financial preoccupations to become a visionary author who can inspire

and frame digestible futures from which we can work backwards. To succeed in this age of technological innovation that has proven to spread faster than a bad rash, we really have no choice but to work in terms of fantasy. I should be clear in my definition of “success” by stating that success is measured here by the impact of change in a culture’s understanding of the world around it. If that substantial impact of change includes revenue, then so be it, but that is not the priority here. Preemptive Entrepreneurship takes what is expected of the future, and turns it on its head in order to change the ways in which we understand the world through futures-driven business-design. It is a method of storytelling through imagining new business and a tool to help imagine new innovations within the business industry in order to craft the culture of the future, or critique the culture of the present.

The design of preemptive business can accomplish more than the design or growth of any reactive business. Business is an industry that is extremely limited by practicality due to the interest of investors, demographics, and financial matters. The desire for efficiency and viability is a hindrance on the creativity of an entrepreneur and the ability for an entrepreneur to define our future. Preemptive Entrepreneurship, on the other hand, requires no investment of money, only the investment of imagination. This form of “investment” not only allows us to imagine what future businesses may be capable of, but also defines our future culture. An interesting tool that Design Fiction (speculative, critical, and narrative driven design) brings to the table is an advocacy for the use of an expansive imagination and an elimination of practicality in order to pose questions that, like Science Fiction, are not impossible, but possible. In the same way, Preemptive Entrepreneurship offers a method that calls for a complete abandonment of practicality in order to think in new, very specific ways and radical ways, with the intention to generalize and inspire a practical, real outcome.

“CORPORATE ACCOUNTABILITY: THE HOME DEPOTS AND NIKES OF THE WORLD HAVE GREATER CAPACITY→

TO ACHIEVE MORE FOR GREATER GOOD BECAUSE OF THEIR SCALE. ONCE INCREMENTAL CHANGE FOR THEM BECOMES MASSIVE CHANGE FOR THE ENTIRE INDUSTRY.⁵" BRUCE MAU

Future thinking in regards to entrepreneurship is not only a method of creating speculative enterprise, but also social enterprise. An inherent issue with capitalism is its tendency to not only think of the here and now as opposed to the future implications of our work. A preemptive entrepreneur is one that creates the ideal in order to imagine a perfect future, using fiction to work towards it and to express it. In a sense, it is this idealism, and ability to create culture-shifting models that makes a preemptive entrepreneur something far more powerful than any CEO - a critical design entrepreneur. Jackson Wang's Peace of Mind™ uses "Speculative Intrapreneurship⁶," a technique of Preemptive Entrepreneurship, to imagine a future collaboration between the Department of Homeland Security and Target. "Speculative Intrapreneurship" is the use of fiction to imagine a pre-existing business or institution in a different, oftentimes future, scenario. Through this "Intrapreneurial" fantasy depicted in Peace of Mind™, Jackson Wang successfully transforms two well known entities in a way that makes the critical and political commentary on society's hyper-paranoia in regards to terrorism tangible and grounded in a world we all understand.

"CONTEMPT FOR THE INTELLIGENCE OF THE AUDIENCE ENGENDERS GRAPHICS THAT LIE... GRAPHIC EXCELLENCE BEGINS WITH TELLING THE TRUTH." EDWARD R. TUFTE

As we see with the Peace of Mind™ project, Preemptive Entrepreneurship's capabilities are not limited to the cultivation and invention of new markets, products, and services

through imagination and speculation in the field of business alone. Preemptive Entrepreneurship also has the ability to work within the realm of research and academia, adopting this speculative approach as a way to talk about complex issues in an accessible manner. Preemptive entrepreneurship allows us to not only speculate the future, but influence and invent it. By not responding to change and instead serving as a catalyst for it, we are not predicting the future needs or desires, but we are initiating them. I find this to be true entrepreneurship.

If design fiction is meant to "exercise the human imagination," as Julian Bleecker states in his essay that defined the practice, then why are the forms and language surrounding these projects often times so inaccessible? Pushing this line of work into the context of a business, something we encounter daily and that we are all a part of, we are able to make critical discourse approachable and transparent in and out of academia's very tall walls. Powerful critical design does not present itself as critical design. Powerful design fiction does not present itself as fiction. Instead, a critical message that will truly resonate with an audience is one that suspends disbelief, and Preemptive Entrepreneurs have this capability.

Take for example Lauren McCarthy, a critical design entrepreneur with an interest in the effects of technology on our society's social interactions. McCarthy's work takes the shape of technological innovation products as a way to both suspend the audience's disbelief and make this critical discourse accessible to a wider audience. The Happiness Hat is a part of the Tools for Improved Social Interaction series⁸, and is a wearable device that "trains" the user to smile more through a punishment system that stabs the hat-wearer in the back of the head when a frown is detected. Conversacube⁹, like The Happiness Hat, trains the user to adapt to social situations by prompting each conversant with directions or specific lines to keep the conversation running seamlessly with minimal awkward pauses and uncomfortable moments. What new products and services will emerge as our society becomes more and more socially inept due to invasive technology? How can we stop these products from ever having to be manufactured? The latter is at the heart, or communicative desire, of a dystopian, preemptive, enterprise such as the models of impact presented in Lauren McCarthy's work, is the advantage of mass production?

“PEOPLE WITH IMAGINATION MAY BE ABLE TO ACHIEVE A SYNTHESIS WITH A GIVEN COMBINATION THAT OTHER PEOPLE WOULD BE UNABLE TO VISUALIZE. IT IS THE IMAGINATION THAT DICTATES WHAT KINDS OF SYNTHESIS ARE BELIEVED TO BE POSSIBLE.¹⁰”

MARK CASSON

Queer Technologies is a preemptive organization founded by critical design entrepreneur, Zach Blas. QT explores the concept of an “interstitial organization” that innovates and manufactures a product line for queer agencies, interventions, and social formations. Blas describes his work as being an established flow of resistance within a larger sphere of capitalist structure that uses common viral tactics of mass production and dissemination as a tool for engaging an audience in discourse surrounding issues of queer socialites in current technological trends.

“QUEER TECHNOLOGIES PRODUCT LINE INCLUDES TRANSCODER, A QUEER PROGRAMMING ANTI-LANGUAGE; ENGENDERINGGENDERCHANGERS, A 'SOLUTION' TO GENDER ADAPTERS' MALE/FEMALE BINARY; GAY BOMBS, A TECHNICAL MANUAL MANIFESTO THAT OUTLINES A 'HOW TO' OF QUEER POLITICAL ACTION THROUGH TERRORIST ASSEMBLAGES OF NETWORKED ACTIVISM; GRID, AN ETYMOLOGICAL REFORMULATION OF THE NAME BRIEFLY HELD BY HIV/AIDS AND→

**DIGITAL GRIDS OF COMMUNICATION
AND TRANSMISSION, IS A DATA
VISUALIZATION APPLICATION
THAT TRACKS THE DISSEMINATION
OF QT PRODUCTS AND MAPS
THE 'BATTLE PLANS' FOR
SPREADING, NETWORKING,
AND INFECTION.¹¹" ZACH BLAS**

The Queer Technologies project uses "Shop Dropping," a technique of preemptive entrepreneurship, as a tool for engaging a larger audience. A "shop dropper" creates a preemptive product and places it in a store in which the entrepreneur sees fit, left for consumers to stumble upon. QT products such as the ENgenderingGenderchangers were dropped in Radio Shacks, Best Buys, and other technology shops across the nation (until they were discovered by the employees, of course). This tactic allows the discourse to enter the public realm, simultaneously suspending the consumer's disbelief while allowing them to question reality, and raise questions of their own around the critical issues at hand. What if critical design entrepreneurs were not the sole practitioners of their preemptive enterprise, but instead designed a model that allows anyone to take part in the manufacturing of critical goods?

Measures of Discontent is a line of dystopian products by Michael Kontopoulos, a preemptive entrepreneur. Equally inspired and disgusted by the tradition of "Gross National Happiness" in Bhutan, an effort to impose quantifiable values to the "happiness" of its people, Kontopoulos' critical scenarios imagine a future in which products/tools are manufactured to allow users to measure their discontent. But Kontopoulos is not the sole proprietor of his preemptive enterprise, it is open source. In the true spirit of an imaginative future in which these tools would be needed by all, schematics and step-by-step guides are provided, as part of the project, so that anyone could theoretically build these devices on their own. In the true spirit of preemptive entrepreneurship, the

body of work presents the audience with something that is not impossible, but possible, and in doing so, allows us to imagine the possible ramifications and implications of such a world.

We have just explored a small ample of preemptive enterprises that have the potential to shift culture, and change the perspective of society—delivered in the form of fiction.

But fiction is not enough.

The invention of fantasy, scenarios, and products of fiction is not where the process ends, it is what allows us to see and react to what is needed. To continue requires preemptive entrepreneurs to take a fictional construct and root it back into what is feasible today. In doing so, a critical design entrepreneur creates a model that is far more powerful than the suspension of disbelief: the design of fact. Could a preemptive entrepreneur, then, actually be non-fictional? Preemptive Entrepreneurship can serve as a process that leads critical design entrepreneurs to non-fictional innovation, or “diegetic business.” In creative fiction writing, diegesis is a tool for crafting an “inner world,” or defining the setting of a story. A diegetic business, then, is an enterprise that serves as a metaphor for the context around it. It is a non-fictional business that can tell a story and serve as a representation for the criticality it hopes to communicate, the time in which it exists, and the narrative it hopes to tell.

What does Diegetic Business look like?

Part 02: Diegetic Business

Fiction is not enough, but it is necessary.

Preemptive Entrepreneurship allows for innovation within a fictional model. It allows for wiggle room, iteration, failure, and for ideas to transform into other ideas. Preemptive Entrepreneurship is about raising social and critical dialogue around issues within our daily lives, our governments, and our societies. It is about telling a damn good story, but above

all, about creating things that change that which we think we have an understanding of. It is about being an entrepreneur of the "impractical."

"MAINLY THEY WERE WORRIED ABOUT THE FUTURE, AND THEY WOULD BADGER US ABOUT WHAT'S GOING TO HAPPEN TO US. FINALLY, I SAID: 'LOOK, THE BEST WAY TO PREDICT THE FUTURE IS TO INVENT IT. THIS IS THE CENTURY IN WHICH YOU CAN BE PROACTIVE ABOUT THE FUTURE; YOU DON'T HAVE TO BE REACTIVE. THE WHOLE IDEA OF HAVING SCIENTISTS AND TECHNOLOGY IS THAT THOSE THINGS YOU CAN ENVISION AND DESCRIBE CAN ACTUALLY BE BUILT.' IT WAS A SURPRISE TO THEM AND IT WORRIED THEM.¹²" ALAN KAY

Diegetic Business is an evolved state of preemptive enterprise that is about the transformation from fiction to non-fiction. Diegetic Business is not "non-fiction," it is the in-between of the imaginary and the real. It is a process that begins to involve people, profit, nonprofit, etc., but is not quite there yet. Diegetic Business is about failure, problem-making, and being a naive inventor.

If entrepreneurship and innovation are about making a need that only that product can fill, entrepreneurship, like design, is growing as a field that is not "problem-solving," but "problem-making." True innovation, and true futuring practices come not from fixing things, but breaking them.

Why would we want to foster entrepreneurs and business models that do not take care of our daily annoyances, but create them? Why would a consumer ever engage with a product that makes their life less efficient? We don't want to, and they wouldn't,

but it is a necessary step in this transformative phase from the imaginary to the real. A successful entrepreneur, or “future inventor” does not meet our current needs, but foresees our future needs and problems. In order to do this, they need to make them. As we have previously explored, this is the sweet spot for the preemptive entrepreneur.

“I DON’T KNOW WHO DISCOVERED WATER, BUT IT WASN’T A FISH.¹³”

MARSHALL MCCLUHAN

If you are immersed in the context and the content, you have an extremely difficult time being able to see what is going on. This is proof of the idea that being naive is actually crucial when approaching the design of a business model. In a conversation with Peter Lunenfeld, a master of futuring practices and media design education, he claimed that we, as a society, need more “hedgefoxes.” A hedgefox is a hybrid creature that is part hedgehog (able to deep-dive into a subject matter), and part fox (able to go quickly back and forth between subject matter). The same is true in the field of business- it is ideal to have deep knowledge in one matter, but have hybridity in your nature, allowing you to freely explore other mediums that are unfamiliar to you. Choose mediums you are unfamiliar with, but bring your bits of familiarity with you.

In April (of 2011), I paid a visit to some of Silicon Valley’s most successful and innovative entrepreneurs in order to discuss these radical theories of business and entrepreneurship and get their take. One executive in particular, Amir Abolfathi, embodies the persona of a preemptive entrepreneur. Amir is the co-inventor of Invisalign, the world’s first invisible teeth correcting device, as well as many other products within the dental industry. When I heard about one of his recent endeavors, Sonitus Medical, I became intrigued by the project’s “imaginary” qualities- a hearing aid embedded in teeth. Sonitus Medical is the world’s first removable hearing aid that uses bone conduction of the teeth to enhance hearing. Amir admitted to me that, while he is a master of teeth, he honestly knew nothing about the hearing industry

before conceptualizing this company. He claimed that it was this naivety that actually made him a better innovator in the hearing industry, because it allowed him to come up with hundreds of ideas and sketches that were in no way possible or practical. By leaving practicality behind, and by being naive to the capabilities and possibilities in the hearing industry, Amir was able to come up with ideas that were never previously considered.

Failure, like naivety, in entrepreneurship is critical- this is where preemptive entrepreneurship can play a strong role. By being an entrepreneur of fiction (fictional consumers, fictional capital, fictional product), you have nothing to lose and can iterate freely until you are ready to become diegetic.

Oblong Industries is a living example of viable business as a result of speculative thinking. Though the goal of the business is not to raise social and critical dialogue, it remains a prime example of Preemptive Entrepreneurship due to its ability to influence a change on humanity's perception of daily life and routine. Originally a fantastical image of the future, the infamous Minority Report interface has been made a reality by the g-speak platform, a product of Oblong Industries and the speculative design innovation of John Underkoffler, the technology consultant for Minority Report Scientist for Oblong. In 2010, I had the pleasure of visiting Oblong Industries to see the product in action and meet their former CEO, Kwindla Hultman Kramer. A highlight from my discussion with Kwindla was his answer to my question, "Is the process of making a concept of fiction a viable business model a difficult one?" Kwindla informed me that he believes all innovative businesses start as fictional constructs, but that the process of attracting investors to believe in such a speculative concept can be a difficult one. The detail seen in the design of Minority Report's gestural interface successfully suspends the audience's disbelief and uses preemptive entrepreneurship to make these abstract visions of the future tangible.

While the interfaces and products in Minority Report are the result of a preemptive entrepreneur's early experiments and innovations, the interfaces and products of Oblong industries are that of a Diegetic Business- they are able to hold onto the innovative and imaginative qualities of the vision brought

to life in Minority Report while seamlessly entering the beginning stages of commercialization.

The development of a diegetic enterprise does not need to be one with commercial intentions, but can also be one that is used as a tool for raising social dialogue and maintaining critical integrity. The successful qualities of using business as a medium for these kinds of communicative approaches is that it is very accessible- business is a medium that everyone is a part of. Especially in western society, we are surrounded by and embedded within business on a daily basis. Therefore, using business as a tool for raising these issues or jamming our culture can reach a larger market and attract more participation than any other medium. Two examples of Diegetic Business, and entrepreneurs of cultural criticism are The Yes Men and Natalie Jerimijenko's Environmental Health Clinic.

The Yes Men are a group of over 300 culture jammers. They impersonate leaders and big corporations in order to publicly humiliate them while raising dialogue around the wrongdoings we often forget about. In 2016, The Yes Men executed upon an elaborate prank on the National Rifle Association in order to shed light on gun violence, and gun laws. From the project's website:

"BUY A GUN, GIVE A GUN TO AN AMERICAN IN AN AT-RISK NEIGHBORHOOD. YOU KNOW HOW IMPORTANT IT IS TO PROTECT YOUR FAMILY. BUT YOU MAY NOT KNOW THAT SOME OF AMERICA'S POOREST CITIZENS CANNOT AFFORD TO ARM THEMSELVES AGAINST THOSE WHO WOULD LIMIT THEIR FREEDOMS. THAT'S WHY THE NATIONAL RIFLE ASSOCIATION IS PROUD TO PARTNER WITH SMITH & WESSON TO SHARE THE SAFETY." THE YES MEN

Share the Safety, a Diegetic Business, leverages the vernacular of trending models of impact in the private sector (such as the "One for One" model of TOMS fame) to imagine a not-so-distant world. As a piece of satire, the project leverages a political aesthetic in order to shed light on just how easy it is to acquire a deadly weapon in the United States. The Yes Men's work goes beyond the imaginary by bringing fictional personas and products into a society as a way to shift culture. These projects are Diegetic because they exist as operating businesses that have roots in the imaginary, but are able to maintain the social and critical values through the threshold of "real." They are an artifact- extracted from a story. How can a simple object, a result of critical-entrepreneurial thinking, use charm and humor to communicate a profound cultural issue?

Natalie Jerimijenko takes existing models and remixes them to raise dialogue around social and environmental dialogue. Jerimijenko's business, The Environmental Health Clinic, operates as any other health clinic would, but instead of coming to this particular clinic with your own health issues, you come to it to discuss the health of your environment. After their consultation, visitors of the clinic are given tools for water sampling to understand the state of their water supply, and raise their issues with people of office.

The Environmental Health Clinic is a Diegetic Business that begins to engages a culture by giving them real, working products to both educate and empower them to raise their own dialogue and start their own initiatives around environmental issues. The bizarre nature of their sampling tools immediately provokes questioning from the peers around them- this creates a model which uses diegetic artifacts to tell a story to others, and watch it spread virally throughout the city.

**"THESE BESPOKE FUTURES GO BEYOND
PROFIT AND LOSS STATEMENTS TO
CREATE AN OPPORTUNITY SPACE FOR THE
IMAGINATION, ENABLING INDIVIDUALS
AND INDEPENDENT GROUPS TO CREATE
VISIONS OF THE FUTURE THAT INSPIRE→**

**THEM. THE POINT IS TO MOVE FROM P&L
TO V&F— PROFIT AND LOSS TO VISION
AND FUTURITY, FROM ROI TO ROV,— THE
RETURN ON INVESTMENT TO A RETURN
ON VISION.” PETER LUNENFELD**

The key to creating a Utopian vision of the future is community engagement and the collective agreement of the masses. As Peter Lunenfeld highlights in his book, *The Secret War of Downloading and Uploading*, a dystopian vision is the default answer from designers of the future because utopia can not be agreed upon. Utopia is different for every individual. Like a fingerprint, no one person's perception of utopia can ever be the same as another's. Dystopia, on the other hand, is widely agreed upon. While preemptive enterprise and diegetic business are not immune to a dystopian image, the practice can allow us the freedom to explore futures in many ways. How can we start planning for a more ideal future, designing one around which we would actually appreciate engaging in dialogue? How can we, as designers of the future, design utopia for a wide demographic that extends beyond ourselves? How can an entrepreneurial method/approach to thinking engage a wide audience, or at least one that is bigger than ourselves?

Welcome, the Preemptive Entrepreneur.

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What Does it Mean to be a Futurist?

Matthew Manos

Editor's Note: Essay by Matthew Manos, originally published by the ArtCenter College of Design for "Micro Meta Mega," a summer research initiative lead by Anne Burdick for the Graduate Media Design Program. This essay is included to serve as a primer for the vocabulary and theories presented in the pieces to follow.

While approaches to futuring vary from institution to institution, a multitude of continuities, themes, and terms transcend. These elements consist of a series of tools, terms, and perspectives that work together to guide the envisioning process. The following is an overview of various tools, terms, and perspectives in/on the practices of foresight. While my own research on the discipline has sustained a primary focus on the research and processes of institutions and individuals, I will also highlight "theologies" of the future- how different backgrounds can breed different kinds of approaches to futurist theory.

Futuring Tools

Futuring practices rely on a series of tools. These tools are useful approaches to the envisioning of a future, as well as the communication of these ideas to the inhabitants of that future. Scenario development, a tool used throughout a multitude of disciplines and fields, is a great asset to any futurist's toolbox, allowing for "fictional prototypes" of sorts. The design of scenarios, and, most importantly, the design of ourselves within those scenarios allows for a deep understanding of our potential, preferred, probable, or plausible futures. Scenarios are crafted in varying levels of detail- they can result in designed environments (like what we see in Minority Report or Avatar), they can be imagined in literature, they can be illustrated in a series of diagrams.. the possibilities are open to the creator's judgment and inspired by the content of the scenario and the community they are engaging with the vision. While scenario development is a crucial aspect in the "prototyping" and portrayal of the future, a few other tools can be implemented prior to this hefty process: signals, research and design, and design fiction. Each of these make up the pieces of a finished scenario: inspiration, people, and prototype.

A signal, such as child obesity or air pollution, is an objective observation of the current environment, its inhabitants, and the relationship between the two. Often stemming from data, conversations, and observations, a signal serves as a piece of evidence that allows us to better understand the ramifications of today, on tomorrow. Signals can serve as inspiration for humanists, inventors, and entrepreneurs to craft and design a better world. In a trip north to the Silicon Valley, I met with author and entrepreneur, Jon Gillespie-Brown. Brown refers to a business idea as an "itch." An "itch," in business, like a "signal" in futuring, is an annoyance (or a need) that is shared by the majority of human beings. To predict the success of a business, or the success of a future, the itch, or signal, must be shared. Therefore, the next piece of the "futuring puzzle" is people.

R&D is a corporate method that leverages a team of designers, engineers, and researchers to innovate products and conduct user studies. When applied to the field of futuring, an R&D team can serve as a great asset by leveraging design-

fiction methodologies to create diegetic prototypes while simultaneously testing those prototypes on people, through ethnography and the design of interventions. R&D teams that create designs for people, inspired by signals, can begin to craft futures that go beyond “me.”

Futuring Terms

Many terms are used within the community of futurists, but I have collected major and frequent ones here. These terms are a result of my research of language used by The Institute for the Future and Stuart Candy of both The Long Now Foundation and OCAD.

FORECAST: A forecast, often used for business planning and innovation, is commonly the result of quantitative research and is used to describe a prediction or estimate that can take place anywhere from tomorrow to roughly two years in the future.

OUTLOOK: An outlook, like a forecast, is also often the result of quantitative findings. However, an outlook refers to a longer timeline, roughly 10 years and up, and is often used to focus on broader issues like health, for example. An outlook allows us to predict on the basis of current information.

HORIZONS: A horizon, unlike an outlook or a forecast, uses a qualitative research methodology. Referring to a mid-level timeline (about 3-10 years in the future), a horizon is the limit of a person's mental perception, experience, or interest and is often used for business planning and technological innovation.

POSSIBLE FUTURE: A possible future covers the scope of everything that might happen, un-edited. This means that all of the wild cards and unlikely situations, like an airplane crash, are included in the scenario.

PROBABLE FUTURE: The probable future is what is likely to happen because of our current situation- an extension

of today's trends. While the probable future commonly consists of the most likely scenarios, predictions of these sorts may or may not become a reality.

PLAUSIBLE FUTURE: The plausible future is everything in between the possible and the probable futures.

PREFERABLE FUTURE: The preferable future is what we want to happen; it is a future scenario that serves as an inspiration for each of us to work towards individually. It does not just happen, it requires action.

Futuring Framing & Success Measures:

Peter Lunenfeld has a great way of framing the future with two well designed descriptors: "bespoke futures" and "mutants in the rose bowl," perhaps more generally referred to as "utopia" and "dystopia."

"ONE REASON WE HAVE SO LITTLE FAITH IN THE FUTURE IS THAT THE SHAPE OF THINGS TO COME HAS NEVER BEEN SO INADEQUATELY IMAGINED. WE TEND TO SEE UTOPIA AS RELENTLESSLY PERSONAL, WHILE THE APOCALYPSE IS ONE OF THE FEW SHARED UNIVERSALS. IN OTHER WORDS, WHILE WE CAN POSIT A FUTURE FOR OURSELVES AS INDIVIDUALS (AND EVEN AS MEMBERS OF A FAMILY) WE HAVE LITTLE IN THE WAY OF POSITIVE IMAGINATION FOR THE REALM OF THE SOCIAL, MUCH LESS THE POLITICAL." PETER LUNENFELD

FROM "BESPOKE FUTURES: MEDIA DESIGN AND THE VISION DEFICIT"

To judge the outcome of a vision, it is beneficial to define a series of success measures to ensure that the scenarios being produced are contributing to the development of a world we wish to inhabit, or a direction we wish to work towards. The Institute for the Future provides three of these success measures: happiness, legacy, and resilience.

HAPPINESS: Will this envisioned future create happiness? Can a moment of well-being be constrained and reproduced? Is there a possibility for a collapse in biochemistry? Has the futurist accounted for this collapse and prepared for the ramifications?

LEGACY: What will my great grandchildren say? What can I do to make that statement true?

RESILIENCE: Is the future evolvable in the sense that it encourages rapid innovation? Does the scenario include ambient collaboration, environments designed for positive feedback? Is there a plan for using renewable sources as rewards- reverse scarcity? Are awe, wonder, and appreciation used to build strategic advantage- adaptive emotions? Is an infrastructure in place to find and link empowered, hopeful individuals to create an amplified optimism?

Futuring Perspectives:

Though many of the practices that have been analyzed and described in this article have primarily focused on the tactics of specific futuring institutions and individuals, it is important to consider the role of futuring in other disciplines and belief systems outside of the “futurist circle,” including the historical, religious, and scientific.

Great opportunity resides in the futuring practice to create a model of innovation and communal participation that prescribes the concept of “preferred futures” while going beyond the self. Is it possible to design an ideal future for more than just ourselves? In many ways, this is what the concept of Preemptive Social Enterprise hopes to achieve.

Meditations on Preemptive Social Enterprise

In this section, we turn to a group of futurists who reflect casually on three critical questions. Their answers, presented here, consider the feasibility, implications, and opportunities of a new movement in social enterprise.

“One of the big themes in this publication is the recommendation for non-profit executives and social entrepreneurs to embrace strategic foresight. In doing so, the hope is that we can move from a reactionary practice to one that is visionary and preemptive. As someone who is actively studying the future – do you think this is possible?”

DR. ZHAN LI:

Depending on their mission and context, many nonprofits and social enterprises are, of course, already proactively visionary. But even those that emphasize this often have yet to deploy rigorous, systematic strategic fore-

sight practices. Which is unfortunate—as these practices can deepen not only the structuring of an organization's visioning across different possible futures, but also the ways that those visions are tested and realized. In the past, a challenge to non-profits adopting these methods has been that the resources and time commitment has been high, especially for establishing long-term foresight processes designed to support ongoing reflection and transformation for organizations. But the costs have been falling with the rise of new technological capabilities and innovations in methods. And non-profits may even possess advantages over for-profits. A key challenge for foresight advocates, whether they are external consultants or internal champions, is ensuring that their organization stretches itself in adopting a longer time horizon for vision-building than one constrained strictly by short-termist business model needs; the pressure and entrenchment of such constraints is likelier to be greater in commercial companies than in non-profit initiatives.

NATHAN SHEDROFF:

No question. I think it was Brian David Johnson who said something like, “if you don’t bother to imagine better futures, you’ll get a future you don’t want.” (At least, I think it was him. If not, I’ll claim credit!). Leadership, Strategy, and Foresight are inseparably connected. Leadership is the clear communication of a vision for the future that others want to follow. That’s it. It has nothing to do with authority or power. That vision is critical and that’s where foresight can be so influential. If you don’t have the right vision of the future—one that doesn’t inspire people to be a part of it—you can’t lead. Period. Well, I guess you could lead, but only yourself. That’s when people have to fall back on authority, which is a pale and far second choice. Most of strategy is trying to understand the context for your organization, nonprofit or for-profit, so that you can create a new vision that can be successful, and then the paths to get there. It’s never as simple as that, since foresight isn’t about prediction but preparation; but foresight and design thinking are like insurance policies that the rest of your strategic leadership will be successful.

Just having a wider context of possibilities, because you bothered to take a small amount of time to imagine several, possible, and preferable futures creates better preparation for whatever future emerges. It makes you more nimble and clear as the future unfolds and helps you to meld your own goals and missions with markets, industries, and organizations as they change. This is why we created the MBA in Strategic Foresight: successful, creative leaders need a combination of foresight, business, systems, and design skills. They need several ways of examining the present in order to

see several potential opportunities that could lead them forward, into the future. AND, they need the organizational skills that manage the process and transitions. It seems incomplete, now, to try to implement foresight techniques without this set of experiences.



BRUCE STERLING:

I hate to think that “strategic foresight” would be somehow restricted only to for-profit activities.

I’ve known strategic forecasters who work for police. Hopefully the cops aren’t making big profits.

How can a “social entrepreneur” be active with no vision of what his activities are trying to achieve?



DR. JOSE RAMOS:

NFPs can and should be visionary and can definitely use strategic foresight to become initiators. Many NFPs are, in fact, examples themselves of “emerging issues”, such as work by PETA, and more broadly the thousands of World Social Forum groups and Enspiral, to name a few. So NFPs often embody the future. But there are challenges for NFPs in engaging with the future critically. First, many are “in the jungle”, meaning that they are bootstrap operations, very lean, with little time for extraneous and “speculative” work. Many also have such a strong ethos and ideology that it can make looking at alternative futures psychologically and culturally difficult. Thus, futures need to be tailored to NFPs based on their needs and challenges, the lean nature of their operations, and their mission centric focuses.



KRISTI MILLER DURAZO:

I’m fortunate to work in an NFP that has always valued long-term visions made practical. From open access journals and open data, to place making and collective impact, the first key to success is seeing the horizon. We started talking about these ideas when they were still nascent and even somewhat threatening. But by identifying the trends early, the organization was able to process the concepts and introduce them into the culture gradually. Being aware of the future possibilities doesn’t have to mean an abrupt course change. It does mean you have to be open to disruptions to long-standing beliefs.

TREVOR HALDENBY:

Mental creation always precedes physical creation, and so setting a vision before taking action to realize it in the world is an important part of driving change in any organization. What's interesting about the vision-setting stage is that you can play around with timeline while it's still plastic. While the plastic is cooling, you can confidently choose to think about yourself in the present moment, as part of something with a history, and as a part of something that will evolve and change in the future. Vision-setting is like inhabiting a Panchronocon.

Are methods from strategic foresight a secret sauce for curing oneself or one's organization of reactionary thinking? No. But they're tools that can aid the design of an informed and imaginative vision, when utilized for the purpose of mindset change rather than reinforcement of the status quo.

JAMES HUGHES:

No one has a clearly superior methodology for being visionary and pre-emptive. The folks with the strongest financial incentives, stock brokers and money managers, have a horrible record predicting just their tiny corner of the world, markets. That is why index funds outperform managed money. Foreign policy experts didn't foresee the fall of the Berlin Wall or the rise of ISIS. And the track record of futurists is pretty laughable. To give a personal example, twenty years ago I was sure there would be a pill for obesity in the 2000s. Still waiting. The best we can do is sketch in educated heuristic scenarios, where things are going in a variety of directions, and think through some of the consequences and responses.

There are also strong disincentives for people in charge of or invested in any enterprise to seriously consider the disruptive possibilities of the future. If your whole business is selling X, it is hard to imagine a world where X is unnecessary.

That said, "superpredictor" research demonstrates that bringing together diverse groups of experts in multiple fields can generate better forecasts. Their forecasts are still likely to be circle-filed because the audience doesn't want to hear them, but it's a start.

“While traditional entrepreneurs see the bottom line as a leading motivator, Social Entrepreneurs have become known for confidently rallying behind the importance of purpose as a leading motivator in business. In a post-work economy, when the concept of money is anticipated to change dramatically, how do you see social enterprise evolving? Will it thrive? Will it change drastically?”

DR. ZHAN LI:

Assuming that some of the most prominent claims about the post-work economy (with their suggestion that profit as a motivation will fade as a priority) will become reality, I suspect that the social enterprise ecosystem will evolve to be substantially more diverse in its models. The trends driving the post-work economy’s arrival, whether they are characterized principally by A.I. and automation increasingly displacing human workers, the establishment of Universal Basic Income, and/or other developments, can be expected to spread unevenly and unequally. Some sectors will be profoundly and effectively resistant, ideologically, technically or both, to such trends for a long time to come. The divergences generated by such shifts and tensions should also be understood as opportunities. I’d speculate that the most effective social enterprises in such futures would likely be those that design themselves as hybrids offering ways of bridging, blending, and translating between the emerging post-work economy and those sectors in which more “traditional” models and motivations persist.

NATHAN SHEDROFF:

We take a pretty radical view of the entire purpose of “business” in our programs. We think every organization, whether for- or nonprofit, should have a social purpose—should be social entrepreneurship. That’s what our founding fathers wanted in the USA. We’ve gotten a long way away from that idea and, now, it can be hazardous to have a social mission in business, so we have to invent new corporate forms, like B-Corps in order to legally do so. But that wasn’t the original idea.

Basically, there should be no real difference between a nonprofit and a for-profit other than the investment type and return (and tax, of course).

Both should be well-run organizations that are professional. Both should have a social purpose as well as an understanding of their social, cultural, ecological, and financial impacts. Both should have sustainable business models and both should have an understanding of how to scale impact (if that's the goal). If you want to take venture funding, you need to be able to generate a high financial return and you're only going to do that as a for-profit. If you want to future-proof your organization (especially if you don't want it to have to be sold or merged with another organization), you should imagine it as a non-profit. Those are the only real differences.

**BRUCE STERLING:**

I'm not convinced by the prospect of a "post-work economy." It's like claiming that social workers don't "work," or that unpaid housework isn't "work."

There have been plenty of important historic social groups that are not money-centric and don't "work." For instance, the medieval nobility wasn't on a salary and the money economy lacked a grip on them. They were nevertheless quite busy, mostly with marriage politics, warfare, religion, palace intrigue and so on. If money vanished we'd simply have other motivations.

I can certainly believe in societies with radically different attitudes toward money but I don't believe in social stasis. If society is changing, then someone will be interested in guiding that. It would be good if they thought about it.

**TREVOR HALDENBY:**

I think a successful outlook for the future of social enterprise necessitates spontaneous evolution and damned-drastic change in response to both fast-paced world events and slower-moving trends. Of course the social enterprise movement, here in Canada and around the world, will dramatically morph (and thrive) in the years ahead, just to keep pace with an increase in disruptions and wicked challenges — as well as unforetold and abundant opportunities. We will see some incredible, humbling, and horrible things in the decades to come, as we face up to the material and intellectual (emotional and spiritual!) realities of a post-work economy. How that shapes the social enterprise will likely be profound.

What the social enterprise looks like at its 100th birthday in the 2060's is hard to imagine today. How much of the mythology of the movement

will fall away after a generation or three, and how much new construction will rise in its place?



DR. JOSE RAMOS:

I actually think the lines between social enterprise and plain enterprise has started to blur, as social enterprise is normed into socially oriented commerce and enterprise is normed into ethical business as the standard. Perhaps the new spectrum will be more about normed social enterprise and commons oriented enterprise, which is a more radical concept, but much closer in my opinion to what can ensure well being in a “post work” economy. I think the way that money and value exchange will change in the coming years will play an important role in this commons vs non-common enterprise. As money fragments into a variety of credit, alternate currency systems and other modes of value exchange, we can also expect that the basis for such exchanges will escape the bottom line calculus of money - the commons oriented enterprise will be able to straddle multiple value exchange systems based on the complementary and dynamic values people want hold. In short the way that “money” is changing, or perhaps its fragmentation into multiple forms of value change, augurs great opportunities for commons based enterprises to innovate radically new propositions. For a small example of this see Bauwens proposal for a P2P license, and Michael Linton’s proposal for a platform LETS.

http://p2pfoundation.net/Peer_Production_License

<http://www.openmoney.org>



KRISTI DURAZO:

I personally think it's a matter of scale. I think we will see an increasing part of the economy become a sharing platform. The ideas have been around forever, but we didn't have efficient markets to solve the friction problem and the relative valuation of exchange. Time banks, blockchain ledgers, on-demand technologies ease that friction.

But at scale, to solve intransient issues like structural racism and inequality, or built infrastructure, money still matters. I'm hopeful we will see new “markets for impact” emerge along with financial instruments that can redirect large sums of money in the for-profit and philanthropy spaces into social impact that can still benefit all the stakeholders. To do that, you need efficient markets and metrics.

JAMES HUGHES:

When we achieve a universal basic income, or an expansion of the social welfare state, the reduced pressure to find a paying job will liberate risk-taking of all kinds, including social entrepreneurship. Jeremy Rifkin predicted twenty years ago that the nonprofit sector would expand as paid employment contracted, and we can see two reasons today why that might occur. First, people will still want to position themselves for the shrinking pool of paid work, and working as an intern in the nonprofit sector will be one way to gain those experiences. Second, in the context of the radical redistribution of wealth to the top 0.1%, some of that wealth is being put into nonprofits. As a policy matter that isn't the best way to redistribute wealth, but noblesse oblige is better than nothing.

"One of the most common critiques of pro-bono service, and the notion of "gifting" at large is a concern of devaluation. A similar concern emerges when considering the implications of Artificial Intelligence on the next generation of workers. Do you see any new opportunities and economies playing a role in the value of generations to come? How might we define value in a new manner?"

DR. ZHAN LI:

The anxieties over whether pro-bono service offerings represent a risk of devaluation will vary according to moral meanings shaped by the economic class and cultural status contexts within which such offerings take place. For instance, to what extent are pro-bono services seen as disrupting established gift and money economies (and the status hierarchies and orders of morality that those are intertwined with), and how deeply entrenched are such existing systems anyway? If, as the question implies, the rise and proliferation of strong A.I. systems will lower the costs of much knowledge-based services and products to the point where they are commonly offered for free, then similar concerns about disruption may indeed arise. At the same time, such major disruptions by A.I. will also drive a more intense higher valuation (both in monetary and non-monetary

terms) of specialist subsets of human knowledge activities and capabilities that are not easily successfully adaptable by even strong A.I. This new valuation of human capabilities might mean the widespread unbundling and reconfiguration of the components of conventional work roles we're used to today.

NATHAN SHEDROFF:

In our programs, we recognize five different kinds of value that get exchanged between people: functional, financial, emotional, identity, and meaningful. The first two are easily quantified and easy to talk about, which is why business has traditionally focused on them—almost exclusively. One of the major problems with economic theory is that economists have ignored the other kinds because they're so difficult to work with. However, anytime a healthy company is acquired or IPOs, it's usually the case that the qualitative value generated (the last three) far exceeds the quantitative or book value. In the case of Instagram, the books said it was worth \$86M the day before Facebook bought them. The day after the sale, it was worth \$1.1B and the books needed to be "adjusted" by shoving the extra \$1.01B into the "Good Will" cell on the balance sheet. That's what happens when you build a lot of qualitative value. The qualitative value represents the value of relationships and it's really what every investor and entrepreneur is trying to build—it's the upside they're after—but they've only got quantitative tools to use to do so (which is why it's not easy and, in fact, is often a disaster). You can't build qualitative value with quantitative tools and if the relationships you can build with customers and partners isn't a focus, you tend to build terrible qualitative value.

Regardless of technological achievements and developments, you need to be focused on building qualitative value if you want a premium brand (not every successful company is building a premium brand, as Walmart illustrates) but most are. It doesn't really matter if you're using a strategy of pro-bono services or loss-leaders, or other methods as long as you're building premium value and you have a way to recoup it. This requires a systems approach to business and society alike, with an expanded understanding of what value really is so that we can decide what kind of value we should be focusing upon. If you don't even see the qualitative value, how could you ever create strategies to successfully build and reap it?

BRUCE STERLING:

I'm an Artificial Intelligence skeptic. I don't think there is such a condition that is possible for computational devices. Basically this is an old-fashioned automation argument in a new sheepskin.

Also, I'm extremely skeptical about engineering values for future generations. Generations resent this kind of hectoring traditionalism, and the idea that you can out-think your great-grandchild under conditions he knows and you don't is quite arrogant. How many of us would seek out our values for the 2020s in, say, the speculative writing of the 1920s? HG Wells published his book "Outline of History" in 1920, and it was quite influential, daring in thought and influential at the time, but we are the generations-to-come, and few of us behave now as Wells thought would be proper.

TREVOR HALDENBY:

Those things that we humans do well, you know, as animals—making and sharing / observing and learning — they're a pretty solid set of iterative design skills. We're coded for creative, most of us just learn to ignore the personal and social and economic and environmental benefits of that along the way.

Popular contemporary civilizations and the traditional enterprise don't have the greatest track record of putting a priority on human creativity. It's horrifying but plausible to imagine that creativity and imagination won't properly be economically valued by human society until they've got a price tag, and we're actually building new industrial revolutions around affective computing farms. Hopefully we've also built a long-term business plan for how we tend to them.

I'd like to think that sometime before the oft-rumored machine overlords reboot our reign, we'll see enough of a roll-out of large-scale pilot projects in basic income, unbundled education, and free energy that defining human value in new terms will at least be one astounding and aspirational headline of many in the public consciousness.

DR. JOSE RAMOS:

The key idea I have been developing in this area is called cosmo-localization. I have attached a paper on this and you can look though and paraphrase if you like.

I see value as increasingly granular. It involves specific people and communities calling forth the instantiation of specific forms of value. Because of the expected end of the national money monopoly (IRS notwithstanding), we will hopefully see the possibility of such “granular value” being mobilised through these new mechanisms.

This means that the value of ecological and social commons will hopefully be endogenized into both national, city based and local exchange systems that both give people meaningful work through in effect granular commoning acts in exchange for what people/workers need. The logic of this is modelled in this thought experiment.

<https://futureslab.org/2016/01/03/commons-game-initial-design-schematic/>



KRISTI DURAZO:

It seems that the “new value” is the value of the network to solve problems and connect people and issues. Ideally that becomes a way to maximize the creativity of society. We’ll also see a continued decline in consumerism and “down-sizing” of things to upsize experiences.

Unfortunately, the reality is that displacement will happen faster than society is ready (in terms of governance and culture) for it to happen. It’s difficult to imagine that the next 20 years won’t have significant economic and human upheaval.



JAMES HUGHES:

The displacement of human labor will increase the premium on three types of human labor - manual dexterity, social/emotional skills, and creativity. Manual dexterity is generally low paid, and creativity gets a high wage premium, while social/emotional skills run the wage gamut. As a policy matter the growing importance of social and creative skills require more attention to liberal education, although we also need to develop cheaper and more focused alternatives to the two and four year college degree.

Our Contributors:

KRISTI DURAZO is a Senior Strategist for the American Heart Association where she engages in experience design, big data and gaming for health, and trends analysis.

TREVOR HALDENBY is a Design Futurist, and Innovation Consultant who is the Founder and CEO of The Mission Business, an Experience Design firm.

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DR. ZHAN LI is a Strategic Foresight Practitioner and Narrative Specialist who holds a PhD in Organizational Communication from the University of Southern California.

DR. JOSE RAMOS is the Founder of Action Foresight, and works on projects focused on foresight-informed breakthrough design and innovation for sys-

temic transformation. **NATHAN SHEDROFF** is an Experience Strategist, Innovator, and Educator who founded the ground-breaking Design MBA programs at California College of the Arts (CCA) in San Francisco, CA.

BRUCE STERLING is an American science fiction author known for his novels and work on the Mirrorshades anthology which helped to define the cyberpunk genre.

Rendered Precarious

Jake Dunagan

Originally published in How to Give Half of Your Work Away for Free. This piece explores scenarios and implications for an evolving culture of work and of human/artificial resources.

“I CAN ALWAYS HIRE HALF OF THE PRECARIAT TO ALGORITHMICALLY ENSLAVE THE OTHER HALF.”

Jay Gould, the notorious railroad baron, made that statement after the Great Railroad Strike of 1886. Well, maybe I’m paraphrasing a bit, but if he were alive today, he might say something like that. Precarity— the idea that our living is increasingly given over to uncertainty, instability, risk, and fear— seems to be increasing.

A rotting social safety net in many nations, the rise of automation and robotic workforces, efficiency-optimizing scheduling software, more unwanted part-time work, stagnant real incomes, and a host of other trends are driving a future of more stressful, more dehumanizing work. As observed in a recent New York Times article that chronicled the everyday

impact on many workers today, "the entire apparatus for helping poor families is being strained by unpredictable work schedules, preventing parents from committing to regular drop-off times or answering standard questions on subsidy forms and applications for aid: 'How many hours do you work?' and 'What do you earn?'"

But one person's exploitation is another person's entrepreneurial empowerment. The cult of disruption requires unequal sacrificial offerings. Some of those same "disruptive" technologies are allowing people to escape the iron claw of bureaucratic corporate jobs, and scale up according to their own creativity and ambition. The so-called "creative class," usually associated with designers, consultants, artists, programmers, and other cultural service providers can now advertise and connect with clients much more easily and efficiently than ever before. The transaction costs (the return on time and energy investment) of being a freelancer or entrepreneur are lower than they've ever been, thanks to digital networks, easy access to online training and knowledge bases, and streamlined management and organizational applications. What dozens of people, with years of effort, and millions of dollars could do, can now be done by a few folks, over a weekend, with almost no money.

Etsy and similar peer-to-peer markets allow people, and in Etsy's case 94% women, to sell their creations directly. Kickstarter, Indiegogo, and other crowdfunding sites now make it possible for independent artists, entrepreneurs, designers, and makers of all stripes find the financial sponsorship they need. Whether it's the absurdity of funding potato salad, the unleashed fandom of a beloved TV show, or the bold vision of creating personal submarines, if you can dream it, these days you have a good chance of making it.

But it's not only the creative class who are seeing new opportunities. Platforms like ODesk, Elance, and Mechanical Turk are connecting a global talent pool of job seekers with employers. This army of connected micro-taskers- from nuclear physicists in Pakistan, to housewives in the Philippines, to part-time nurses in Canada, and almost any other combination of location, class, and demographic category- have more and new ways to extract value from their contributions and labor, i.e. to work.

But while it's never been easier to be a freelancer, or to start a business, it is no less risky. The ad hoc, capricious, no benefits, opportunistic nature of work that has been associated with certain stereotypes (the itinerant artist on one end and seasonal migrant worker on the other) is moving from the marginal edges and into the mainstream, normalized mode of working. And as we burn the employment candle on both ends, we have to ask ourselves as a society, 'who benefits from this system?,' 'who suffers?,' and ultimately 'what kinds of lives do we really want?'

The answer to these questions, especially the last one, will differ depending on which segment of the precariat we ask. A Los Angeles maker-designer who's trying to launch a drone t-shirt delivery service in her time off from a meaningless retail job will have different experiences and desires than those of a recent immigrant to Austria from the Ukraine, who is trying to find a stable and sustainable income to support a family. But are there enough common experiences, common desires, and common needs to create solidarity amongst the precariat? Will the family who are renting out their guest room via AirBnB relate to the cabdrivers in Turin who are protesting Uber? Will the freelance programmer who's working on a new scheduling algorithm find a kinship with the barista who makes his latte and will be "clopening" (working the closing shift one night and the opening shift the next morning) the Starbucks? Is there enough "shared" in the sharing economy™ to bind the tired, the poor, the huddled workers who, whether by choice or necessity, have been rendered precarious? Are these groups peer enough in the p2p economy™? Does it matter?

IS THERE ENOUGH "SHARED" IN THE SHARING ECONOMY™ TO BIND THE TIRED, THE POOR, THE HUDDLED WORKERS WHO, WHETHER BY CHOICE OR NECESSITY, HAVE BEEN RENDERED PRECARIOUS?

Andrew Ross, in an insightful review of this "new geography of work," thinks that while this multiclass coalition might be fraught with cultural, political, and aesthetic contradictions

and tensions, those bound by insecurity could find common cause and create a political movement with some teeth. This coalition would need to find a metaphor, mythology, or narrative that can confront and supplant the neoliberal construction that “the condition of entry into the new high-stakes lottery is to leave your safety gear at the door.” Along with the story or vision around a “quality of work life,” then, would come a coherent panoply of public policy recommendations, market innovations, and social experiments. The labor movement of the 20th century will provide little such material. The world of industrial capital has been transformed already, and shows no signs of settling into a predictable pattern, other than increased uncertainty.

I’m not prepared to offer a grand narrative for the precariat in this essay, but we can look at a few diverse examples of responses to precariousness that might provoke or inspire new ideas. It could be that pieces of all these strategies, and many more unmentioned here, will signal important directions for the future political-economies of work.

Strike Debt

Debt and precariousness go hand in hand. The rise in consumer and student loan debt since the 1980s has been staggering, and, many argue, has been the artificial fuel for the growth of the economy over the last generation. If, in order to participate fully and productively in society, we have to take on debt, then we are again rendered precarious and vulnerable to control. One group, Strike Debt, advocates a broad social resistance movement to pull the rug out from under the debt system entirely. In their *Debt Resistors Operations Manual*, they lay out their values and their goal in clear terms:

“We gave the banks the power to create money because they promised to use it to help up live healthier and prosperous lives— not to turn into frightened peons. They broke that promise. We are under no moral obligation to keep our promise to liars and thieves. In fact, we are morally obligated to find a way to stop this system rather than continuing to perpetuate it.”

This direct, collective action on one aspect of precarity might appeal most strongly to “Occupy Wall Street” types today, but as people continue to be crushed by the weight of debt (over \$1.2 trillion and counting in student loan debt alone), and under policies and regulations seemingly written by the lenders, debt-politics will only become more significant and influential.

Momentum Machines

When we think of quintessential low-skilled jobs, “flipping burgers” is unusually one of the first to spring to mind. Momentum Machines, a San Francisco robotics company, is attempting to “disrupt” the food service industry by creating automated systems that can make “the perfect hamburger.” If successful, the company knows that it will be putting people out of work. And instead of simply letting the invisible hand of creative destruction run its course, the company has offered to give educational opportunities and engineering/design technical training to those who’ve been made redundant by their machines. While it is too soon to say whether this is a marketing or PR ploy (steel-washing?), Momentum Machines is at least acknowledging their role in a potential seismic shift in the system of work, and taking some responsibility for helping those who have been negatively impacted by their robots.

Basic Income

A raft of policy and regulatory responses to increasing precarity have been emerging over the years. Mayors and city councils around the U.S. are pushing regulations that will ensure some stability for employees, and unions and national issue campaigns like the Fair Workweek Initiative are helping lobby for more worker protections. However, business leaders are pushing back. Many like Scott Defire of the National Restaurant association argue that additional government oversight over operations “isn’t conducive to a positive business climate.”

But there are more radical ideas that might mitigate some of this need for “non-conducive” regulation. One that has been embraced by some on the right and the left of the political spectrum is a universal basic income, or basic income guarantee (BIG). A BIG would provide all adult citizens with an unconditionally awarded income. In theory, this would replace most or all other forms of state welfare, and people could still work and earn income above what their BIG provides. While economists argue over whether a BIG would be financially viable for a nation, the momentum for some kind of guaranteed, universal award has grown. A rising class of disgruntled, precariously employed citizens who have been displaced and disempowered by the forces of automation, repression, debt, surveillance, and other forms of social control might soon demand a radical solution like BIGs, and those in power just might see the need to give it to them.

Pro Bono for the Precariat?

As you've read throughout this volume, innovative social enterprises and business models are another vector for those working in various creative service industries to “give back” to others in order to effect systems level improvements in work, health, environment, and other domains. How might the “creative class” improve the lives of low-skilled precarious workers? Forming a collation of the precarious and lobbying for legislation and regulation that curb the worst abuses of employer power would be one possibility. But it could also be more direct and granular. As MIT retail operations researcher Zeynep Ton notes, “the same technology [used to create stressful, inhuman work schedules] could be used to create more stability and predictability.” How might we use design, digital technology, aesthetics, and collaborative techniques to connect and empower the precariat at every level and location? How might we learn to surf the giant wave of contingency? That is a challenge, but a noble and necessary one if we care about making better futures for all.

Conclusion: Metastability

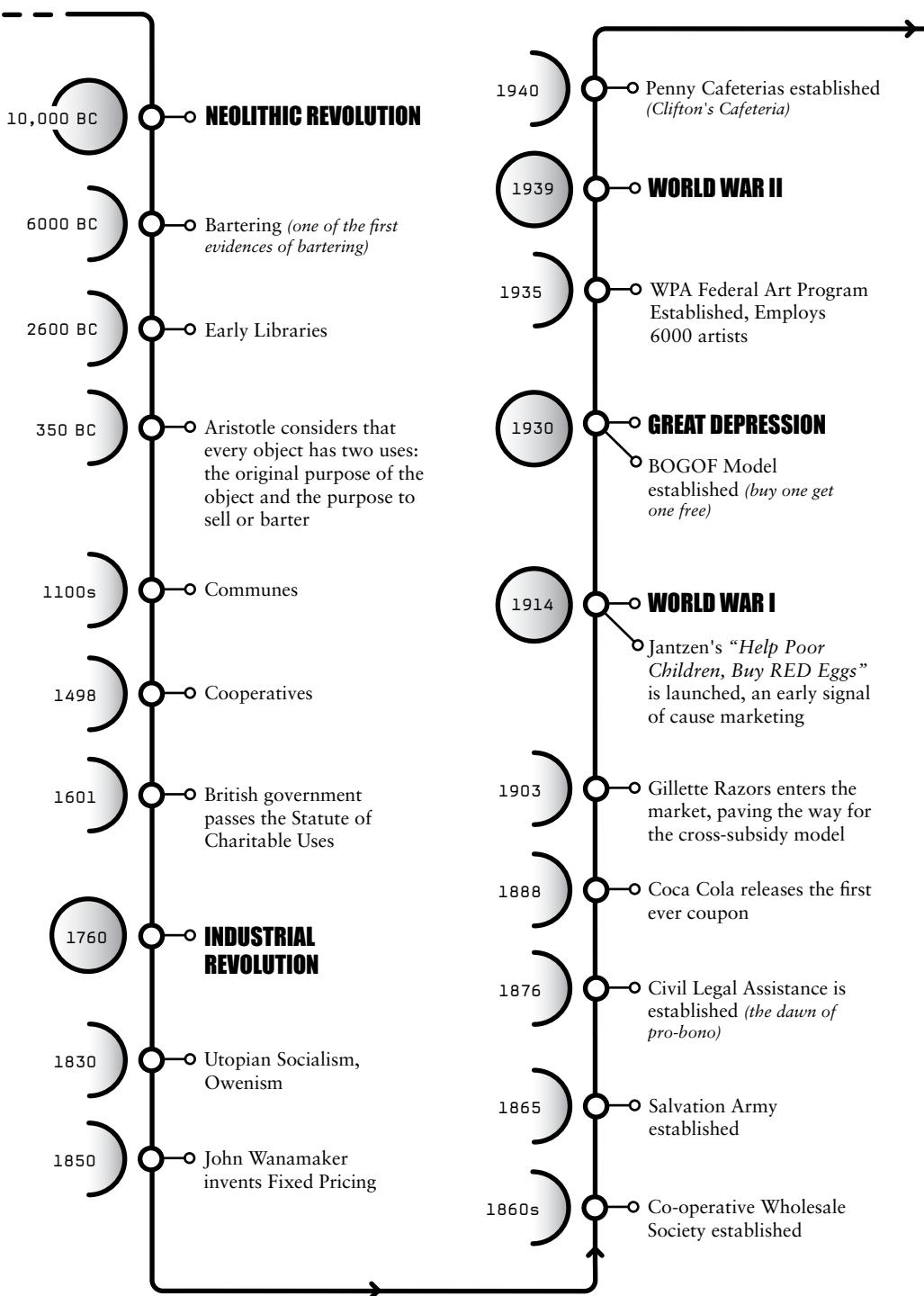
"An epic, operatic struggle is at hand," Bruce Sterling told a conference of makers in Barcelona this year. There are very little indicators, or even rationale, for going back to a more typical 20th century work modality that is stable and predictable (and boring and soul-suckingly bureaucratic in many cases). Flexibility, casualization, freelancing, sharing, digital tethering, the disappearance of work-life divide, self entrepreneurship, lightweight innovation, and all the other elements of a fragmented, episodic work environment are here to stay (in some form, at least for a generation or two). But we don't have to trade soul-sucking bureaucracy for soul-sucking precarity.

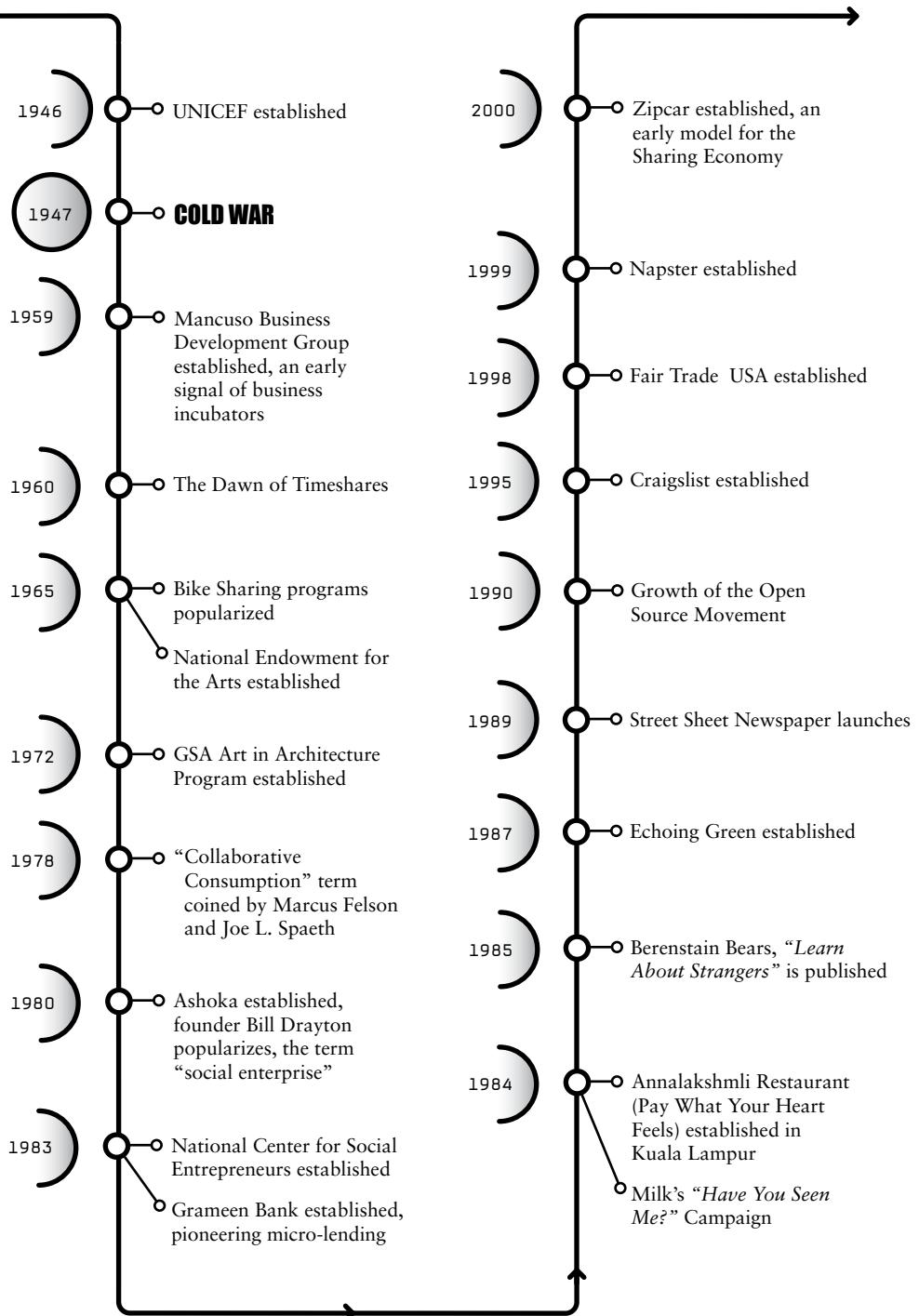
Complexity scientists have a concept, called metastability, that describes systems that are able to sustain themselves even though they are not in their lowest energy states (which systems tend toward). If absolute security/stability and absolute chaos/precarity are the two lowest energy poles, then we will have to design systems (with technology, policy, culture, economics, architecture, stories) that can provide flexibility and innovative opportunities while not unfairly burdening workers and their families (and ultimately society at large) with those added risks. Debt reform, worker retraining, government regulation, and social reciprocity are a few ways we might move ourselves toward a more metastable work environment. Every day might be different, but there's a more consistent pattern over months or years. We can imagine a scenario in which I might not know exactly what work I will be doing over the coming days or weeks, but I know I will have some kind of work, a guaranteed minimum income, and the opportunity to use my skills to find more money, more satisfaction, more time, or more creativity along the way.

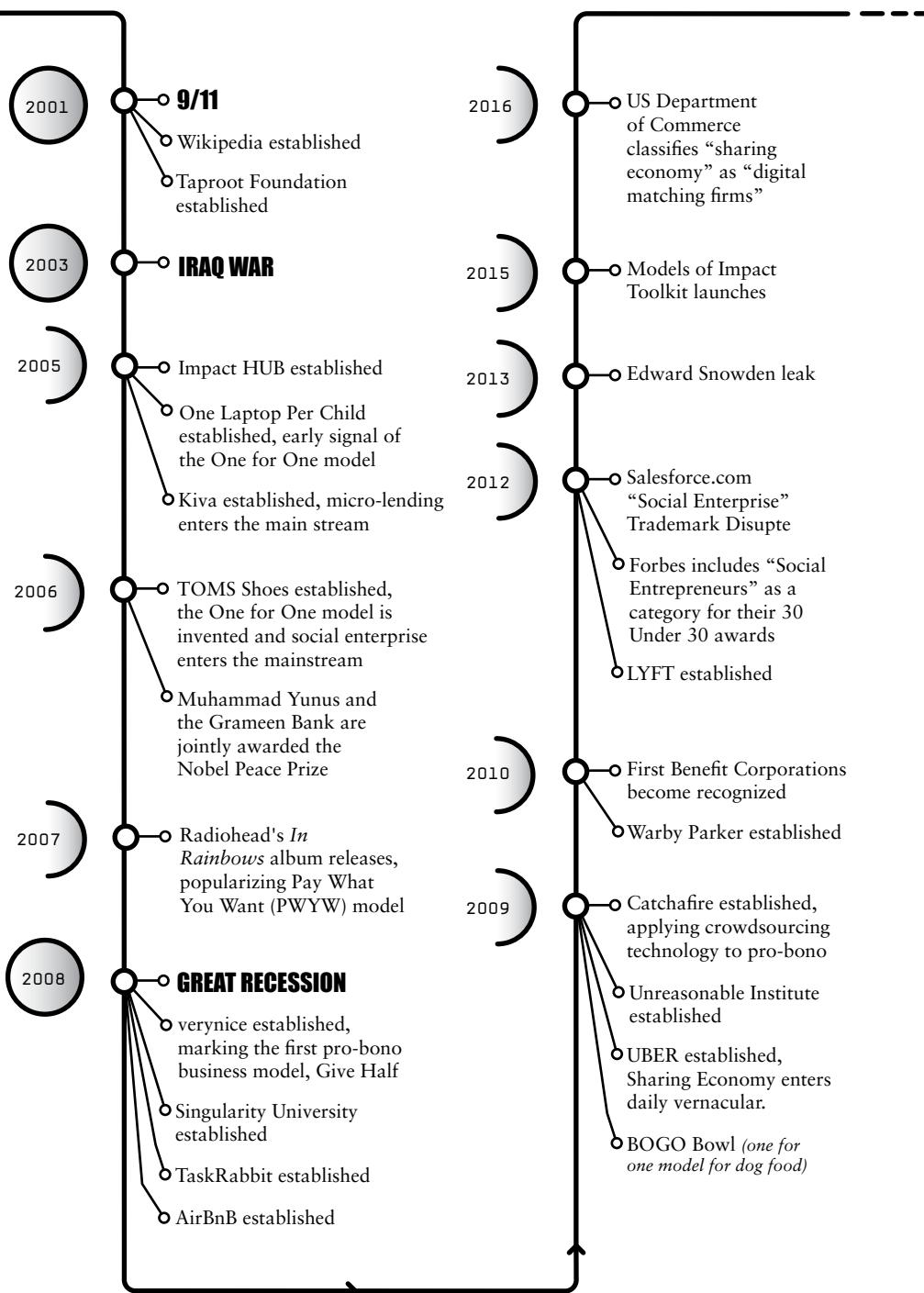
The History of the Future of Social Enterprise

A collaboration between Matthew Manos, and his students at California College of the Art's DMBA program: Alida Draudt, Jonjozuf "JJ" Hadley, Ryan Hogan, Leticia Murray, Gregory Stock, and Julia West

Social enterprise, as a mainstream phenomenon, is a modern and fashionable brand of consumption and entrepreneurialism. However, the models and historic shifts that made the practice possible actually date back to the Neolithic Revolution, the dawn of bartering and libraries, and even the considerations of Aristotle. In recent years, the practice is recognized as a valid field of study in institutions and academic programs around the world. This timeline, developed in collaboration with students in the Design MBA Program at California College of the Arts aims to capture this movement's evolution through the ages. We invite you to supplement the timeline graphic with your own research and investigation into each milestone in history that we present in this graphic.







Scenarios for the Preemptive Social Entrepreneur

Curated By Matthew Manos

*Written By Frank Gallivan, Travis Kupp, Camille Grigsby-Rocca,
Shar Shahfari, David Roselle, Daniel Olarte, Tyler Rivenbank*

The groundbreaking MBA in Design Strategy at California College of the Arts prepares the next generation of innovation leaders for a world that is not only profitable, but also sustainable, ethical, and truly meaningful. I was brought on at the end of 2014 to write the curriculum for the first class dedicated to the practice of Social Entrepreneurship at CCA. I went on to teach the course to MBA students in the Strategic Foresight track for two years. Throughout the course, students researched the history of prominent models in the impact space (sharing economy, one-for-one, give-half, micro-lending, etc.), created interventions within an assigned community to test their new models of impact, and wrote impact-driven business plans to define the long-term vision for their enterprises. Guest speakers/critics included representatives from [freespace], Zynga, OCAD University, verynice, Kumu, Redscout, The League of Creative Interventionists, and more. In addition, students were encouraged to leverage the skills

they developed in other courses unique to their area of concentration: Strategic Foresight. As a result, many of the enterprises and models developed during our course represent several different futures. As part of this anthology, *Toward a Preemptive Social Enterprise*, I assigned each student with the cause most relevant to the research area they investigated throughout the class in order to develop a scenario. Intentionally ranging in style, each of the nine scenarios that follow provide insight into the new directions preemptive social enterprise can work towards. Special thanks goes out to the Design MBA Program at the California College of the Arts, for allowing me to design such an important course for our collective futures.

On Terrorism

FRANK GALLIVAN

By the time the rising tide of the global refugee and terrorism crisis finally began to turn, it had reached even the most isolated and stable of countries. ISIS-led bombings in Christchurch, Reykjavik, and Geneva rocked the global community in 2020. The military and espionage-based responses to terrorism that most countries had previously relied upon were clearly not working. At the same time, the U.S. debt crisis reached a breaking point. Even staunch conservatives began to call for a reduction in military spending in order to help balance the budget.

In the early 2020s, a global online community of activists, researchers, and ordinary citizens seeking alternative solutions pressured the U.N. to shift global policy on terrorism and immigration. The U.N. declared the historical counterterrorism strategies of militarism and isolationism to be defunct and obsolete, and declared multi-culturalism and social enterprise to be promising solutions. The U.S., E.U., and many Middle Eastern member states signed on to the declaration.

An exploding Muslim population in the Western world means that a majority of residents of the U.S., Australia, and the E.U. now know a practicing Muslim. A new alliance between the Vatican and the leaders of more than 50 sects of Islam declared “We are all Muslim. We are all Christian.” The announcement caused some isolated outbreaks of violence among dissent-

ing members of the Catholic Church and Islamic sects involved, but support for the statement is still widespread. Islamophobia is generally on the decline in the Western World.

The Gates Foundation announced that 100% of its new research projects will be devoted to understanding the root causes of terrorism and displacement and developing and testing alternative solutions for them. Other foundations and government-sponsored aid organizations started similar initiatives, including a network of research partners. Out of these efforts grew the Movement for Integration and Right Livelihood, which maintains that all people have the right to participate in political processes, get an education, and earn a living in a socially responsible way.

Meanwhile the continued advancement of communication technologies allows people to have a tourism homestay experience using VR. Apple's FaceTime Sans Frontiers initiative matches 50 million children, teenagers, and young adults as virtual penpals. Over half participate in a week-long VR homestay.

While ISIS still has a stronghold in parts of the Middle East, as well as a network of supporters across the globe, a UN delegation negotiated a ceasefire with the group in exchange for commitments from member states to delist ISIS as a 'terrorist' group. Negotiations eventually committed ISIS to pursuing social enterprise goals for its membership base. ISIS now founds and leads the International Federation of Former Resistance Groups (IFFRG).

On Communication

TRAVIS KUPP

"Thanks for your call, Mariana. Is there anything else I can help you with today?" "No, that will be all," replied the unknown voice at the other end of the line. "Well thank you again for calling the California Department of Basic Income. Have a nice day."

"Well done, Molloy," interjected the AI-powered communication coach embedded in the customer service program. "Your tone and cadence have significantly improved this quarter. You should try some different ways of closing your calls tomorrow." "OK," quipped Molloy just before closing out his work session.

He didn't need the money; his guaranteed monthly income was enough. But the opportunity to practice communicating for a couple of hours a day was worth it. It was a Tuesday, which meant at 1:47 he would walk the 12-minute distance to the local cafe for the regularly scheduled Philosophy of Mathematics think tank at 2:00. He liked to be there one minute early.

It was a typically warm November day, and the crowded streets of Cupertino teemed with life. Molloy fixed his gaze on a yet another high-rise under construction as he reflected on how life used to be when he first moved to the area from Atlanta after completing his Ph.D. in Applied Mathematics at Georgia Tech. His job at the Googleplex had been lucrative. That is, until sea levels finally rose to the point of flooding the campus. The near simultaneous financial revolution left former tech giants in dire straits, and Molloy's layoff the following year didn't come as much of a surprise. While the sudden change in routine was upsetting, the ensuing debt cancellation and establishment of state-run universal basic income was a welcome relief.

As he neared the cafe, he began to feel anxious. He didn't have to interact with people much in his old job, and he missed his former routine and the relative quiet of the suburbs. The massive influx of former San Franciscans and peninsula shoreline residents had made Cupertino completely unrecognizable in the space of just five years. Now that most of the old "quant" jobs had been automated, Molloy felt stranded in a world where emotionally intelligent communication was the most valuable skill on the market. The thought of having to intervene in conflicts full-time made him shudder and appreciate all the more his little community of state-commissioned savants. Working on the next publication with high-EQ mentors in the safe space of the back of the cafe made him feel a special connection to his hero, Michelangelo—who Molloy liked to think valued routine and order as much as he did.

A wave of calm engulfed Molloy as he touched the handle of the cafe. The several hours of imminent human connection with kindred minds was the best part of every week. And the coffee wasn't bad, either.

On Health

CAMILLE GRIGSBY-ROCCA

Dr. Bill Foege, former CDC director, summed up the 20th century in health in four words: “spectacular progress, spectacular inequities.” How might social enterprises tackle these, and other critical health challenges, in the next century?

As the last “boom” generation approaches old age, they bring about crushing demands on healthcare systems and threaten to grind those systems, even in the developed world, to a grinding halt. Younger generations continue to move out of rural areas en masse, seeking opportunity in increasingly crowded urban spaces—and finding instead the health issues that result from poor infrastructure, hygiene, and poor access to health care education and resources. Disparities in energy, food, and water access will increase as natural resources dwindle, while a sharp decline in biodiversity brings impacts we can scarcely begin to imagine.

As we move toward an uncertain and unstable health future, technological and scientific advancements continue their unstoppable march forward. Information technology, robotics, virtual and augmented reality, biotechnology, and scientific advancements in gene editing, vaccine development, brain and central nervous system mapping and interventions, regenerative medicine, and much more will have a profound effect on global health and medicine. A rapid uptake in mobile payment systems, first adopted in Eastern Africa but gaining global momentum, will place financial agency and autonomy—including the ability to save money safely, and make the most of limited financial resources—in the hands of the “bottom of the financial pyramid” for the first time.

How will these worlds—the inevitable hurdles and the inevitable hopes—collide? Will inequality rise or fall? Will access to basic health services like birth control and vaccines, and to health information and support for low-income, poorly educated communities increase or decrease? As global citizens become better connected, will states also fight more bitterly for dwindling natural resources?

New challenges demand new approaches—and new technologies provide new opportunities. Future social enterprises will encounter opportunities to harness the power of technology and science to:

- » *Build resilience in low-resource communities who are most deeply affected by public health crises.*
- » *Offer global, ubiquitous access to health information and education and basic health services like birth control and vaccines.*
- » *Source and distribute timely and important public health updates, enabling health responders to intervene quickly when needed.*
- » *Connect health care experts with a broad global audience, delivering information and expert training where and when it is needed most (without requiring a “house call.”)*
- » *Offer patients—that is, people—the tools they need to manage and maximize their own health, reducing unnecessary patient-doctor touch points and more efficiently using health expert time.*

On Refugees

SHAR SHAHFARI

Starting in the millennium, tensions between multiple countries heightened as a result of continuous terrorist attacks at the hands of the Islamic fundamentalists. Shortly after the death of Osama Bin Laden, there was a power void, which allowed for the rise of ISIS. Within a few short years the terrorist group entered Iraq and, soon after, Syria, which was vulnerable due to its civil war. As a result, 10 million refugees were displaced, over four million of whom escaped. The crisis had effects that went beyond the Middle East as desperate refugees started to move to Europe and other neighboring countries. The colossal human, economic, and social costs for the refugees, host countries, and host communities created a crisis in the EU due to a lack of infrastructure for its growing population, which set EU nations against each other. That was the beginning of the end.

By 2023, Spain and Greece's population openly revolted against their failing governments using Russian weapons and training, leading to a complete collapse. France sent troops instantly to Spain to stem the terrorist contagion as the west prepares for war. In its attempt to expand to Ukraine and Poland, NATO dissolved due to internal issues and movement toward collapse. Now, Russia's borders spread to Poland in the west and Iran and Afghanistan in the south in a short few months.

In Asia, China gained complete power and pressured Taiwan knowing well that, with the crisis in EU, no one would come to their aid. Meanwhile,

North Korea's alliance with Russia grew stronger. In 2028, North Korea launched a nuclear attack against South Korea, killing millions of people. Since the destruction of North Korea had been a U.S. policy objective for years, the U.S. reacted aggressively, attacking North Korea's military establishments. At that point, China's promise to defend North Korea forced its involvement, which lead to huge casualties.

With growing tension in the Middle East for years, the envisioned two-state solution between Israel and Palestine is far from resolution. With the conflict in Asia, Israel saw an opportunity and launched a nuclear attack on Arak, Iran. This lead to Russia's and China's outpour of support for Iran, which resulted in the new coalition's attack on US regional assets. This caused global trade to come to a halt leading to a global depression and inevitably escalating to a nuclear WWIII in 2030.

On Education

DAVID ROSELLE

In 2020, a major economic crisis hit the western world. The financial sector imploded and sent ripples through the economy, affecting major industries from insurance, to manufacturing, to construction. Economists, politicians, and academics reacted immediately. They devised a strategy to invest money from their reserves into the industry with the most momentum: AI and robotics. AI and robotics appeared to be the economy's savior, which seemed inevitable to most. San Francisco became America's beacon of hope for the future of the economy. The US Federal Government relocated major operations to the Bay Area and hired engineers to work on digitizing America's bureaucratic infrastructure, providing a new surge of energy into a distressed economy. This ushered in a new level of technological infrastructure that hadn't been seen since the New Deal.

Not everyone was fortunate enough to escape the Great Collapse. Those who were particularly entrenched in the financial world experienced the most backlash. They struggled to find work. This was due not only to a shortage of jobs, but also to the stigma attached to them. Technologists and anticipators of the collapse held the financial community responsible, and they subsequently treated former Wall Street workers as pariahs during the Rebuilding period. Former business workers were now a part of an ever-growing, marginalized, remnant community.

New global powers who were better positioned for the Collapse emerged, like China and Japan, but unlikely new players like Nigeria and Mexico also took center stage, taking on control of major flows of capital. The US had to appeal to these countries for capital.

While future tech provided some economic hope, a major economic depression, nonetheless, swept the US. Local governments suffered deeply, especially those on the once-prosperous East Coast. Communities that formerly had an abundance of wealth were now the backdrop for depravity. It wasn't uncommon to see squatters taking up residence in boarded-up, blighted McMansion. The archetype of the time was a businessman with a tattered, white collared shirt, ripped tie, and a distressed attitude.

A positive, empathetic group of people in the stable but fragile technology community decided to reach out to this group of dejected workers. They created a social business to attend to their health issues, particularly mental health. Researchers found that people in this segment suffered profound, internal pain from this losing their professional identities. The former business people didn't know who they were and how to relate to the world. They also had no idea how to cope with immense poverty. They saw how oppressive the structural systems were and how insensitive and lacking in empathy they were. Moreover, members of the former business community—which includes accountants, stock brokers, analysts, and more—saw their jobs replaced by automation. This demographic suffered from major shock. They were formerly middle to upper class and now they are living in deep impoverishment. They didn't know how to transmute their skills into new productive means.

Health professionals began to experiment with simple treatments to help this demographic cope. They relied on Virtual Reality techniques that allowed former business people to reimagine a life for themselves post-collapse. It was considered a “hope-inducing technique.” The goal was for them to reimagine new identities for themselves and to develop the EQ (Emotional Intelligence/Quotient) skills currently valued by the market. Skills that were automation-safe had primarily been EQ focused, but the stakes for jobs in this market were very competitive. With the stigma and lack of development, former business people had little chance of getting jobs in this field. But there were some who did and they served as beacons of hope to escape this situation. They had to develop their creativity, enhance their abilities, withstand ambiguity, and imagine futures that didn't exist.

On Employment

DANIEL OLARTE

100 million people that once had a job are no longer employed. Their positions were replaced by machines and systems that are more efficient and profitable. 0.25% of the population controls 75% of the world's wealth. The middle class has disappeared. There is a new class informally called "the rest." In most countries, "the rest" have a basic income provided by their government; this basic income is barely enough for a couple with one child to survive. Population growth is indirectly being controlled. To supplement their basic income, citizens have the option to work several hours per week in the few positions that require human presence: the remains of the "gig economy."

Even though people have more time to produce the things they used to purchase, they cannot grow their own food: seeds and basic supplies used in farming are centrally controlled by the government. Corporations know exactly how much money "the rest" have at any given time. Prices of basic goods change rapidly and constantly, causing people to spend their entire incomes without a chance to plan or save.

Culture and artistic manifestations thrive everywhere. Locally produced entertainment is globally appreciated. Hollywood and Bollywood are not relevant anymore. Almost anyone can produce some kind of entertainment that could be globally consumed. However, there a real economy does not exist behind it: just artistic appreciation. Information, culture, and art flows easily through the Internet, which is now free. However, machine learning systems subtly control any kind of dissent manifestation that may take place online. Art is the only way to globally transmit political messages.

With basic income in place almost everywhere, people no longer migrate for violence, economic decay, or cultural differences, they do it for ethical, political and philosophical disagreements with their governments. This is a new group of refugees, composed of people from almost every country. Members of this group migrate to small countries that have no real economic or political power, but cultural independence.

On Entrepreneurship

MATTHEW MANOS

The future with no work. The government owns a series of machines. One machine per possible skill set (non physical labor). One machine per capability (physical labor). Entrepreneurs hire assistants from the public who can manage each investment for a universal flat rate available to workers. Entrepreneurs do not think or work or concern themselves with any lack of comfort. New businesses are generated randomly based on an algorithm that leverages cross pollination of the current trends, emotional intelligence, and recent events that define the world's state of being. Machines act as ATM access points where entrepreneurs are able to take their draw against the universal bank in the amount of up to three times the universal minimum flat rate. People who are not assistants, or not entrepreneurs, will receive a minimum wage of half the amount assistants are provided. This is available to fulfill the need of survival and is provided by the government. This wage is paid by the money saved from removing all high level government employee salaries, and from the interest in unpaid taxes and asset seizures of the major corporations that once flourished. Recipients of the universal minimum wage spend half of their free time volunteering for public services and social impact organizations, and the other half serving themselves through the many available public attractions and entertainment venues operated by the machines. Alternatively, those who choose not to serve themselves receive extra money (an additional 25% of the assistant's universal wage) in exchange for participating in a shared economy of miscellaneous tasks in order to tend to the human condition via sexual service, home cleaning, transportation, and shopping. Exactly one third of the population is volunteers, one third is assistants, and one third is entrepreneurs. In the interest of diversifying experiences and abilities as well as to maintain a balanced income equality, the roles of the population are in a constant state of flux. Each year, one volunteer is selected to become an assistant at random, one assistant is selected to be an entrepreneur, and one entrepreneur is selected to become a volunteer. The community president (who reports to the president of the universe) aims to create a community desirable enough to be acquired by the neighboring community. For the president of the acquired community, this means lifelong security, prestige, and retirement. Inversely, the success of the community's machines can lead to enough power for the president to accomplish her goal of acquiring the neighboring community. The community president is selected at random once every 10 years by the pool of community members. After 10 years of service, all royalties and treasure earned from the machines by the president

are passed on to the next president. All famine and disease are eradicated from the nation by the machines as a result of their intelligence. Marriage is abolished, and there are no religious beliefs or institutional allegiance. There is only the community.

On Environment

TYLER RIVENBARK

THE CITY IS REBORN

It's a beautiful spring day in San Francisco as myself and the mayor ride our bicycles down the Market Street Greenway. We ride through a tunnel of 20-foot-tall oak trees, passing people deep in conversation as they sit in a fruit-bearing garden. We arrive at the historic Ferry Building and the ferry board clicks, 12:00 PM March 31st 2041.

Over the last 25 years, an exciting revolution of environmental impact businesses has transformed our urban environments. San Francisco has been ground zero for these businesses. As we approach the end of 2041, cities around the world have redesigned their urban landscape to incorporate key features from native ecological systems without compromising technological innovation. We have completely flipped the way we use our resources, mobility systems, and economies from 25 years ago. Environmental impact businesses have focused on integrating human systems with natural systems, and San Francisco's mayor wants to continue to grow the government's support for these transformative businesses.

Many of these companies developed their organizations in accordance with Frederic Laloux's Teal organizational model, realizing that the mindset from which we create directly impacts what we create. Teal organizations structure their companies around flow states, support each individual to reach their full potential, and replace the hierarchy of managers with skilled coaches.

A great example in the urban redesign space is Depave. Depave promotes the removal of unnecessary pavement from urban areas to create community green spaces and mitigate stormwater runoff. 20 years ago to date, Depave created the Market Street Greenway. This project turned the Tenderloin from one of the worst neighborhoods in the city to the most desirable within one year.

Another example is the urban redesign firm, ExtraOrdinary. They create teams with six to eight members who have a diversity of expertise. A team might include an architect, urban designer, synthetic biologist, cognitive psychologist, natural systems expert, financial expert, and possibly a political negotiator. These teams are assigned a coach who acts as an outside supporter, facilitating team dynamics to ensure their overall success. They are given a budget to outsource any work that is outside their capabilities. One law of natural systems dictates that, as diversity increases, so does overall IQ. ExtraOrdinary, applies this law to its teams and organization. It creates its focus through a common language, shared vision, and an evolving process.

With companies like Depave and ExtraOrdinary, city centers have transformed from areas of densely packed skyscrapers into places where we celebrate the moments that make a city breathe. The water works, food systems, and energy production have been reintegrated to work with our natural systems. The in-between spaces that were filled with traffics jams are now the spaces where we gather. The mobility systems incorporate a combination of hi-tech systems and low-tech bicycle and walking paths. The city pace and culture encourages citizens to be kinetic, to walk and bike from place to place. This has turned San Francisco into the healthiest city to live in the world.

As Alain De Botton argued in *The Architecture of Happiness* nearly three decades ago, “it is architecture’s task to stand as an eloquent reminder of our full potential.” San Francisco has done its best to go one step further in fully supporting each citizen to reach their full potential.

On Homelessness

TYLER RIVENBARK

THE RISE OF THE AFFLUENT HOMELESS

In 2012, a committee was convened by the City of Portland Oregon to set a course for ending homelessness. It brought together diverse stakeholders to review needs and learn from local and national best practices. On any given night in 2012, about 4,000 adults, young people, and families slept on the streets in Portland. The 2012 plan focused on providing housing for those who were homeless.

By 2016, it was clear the plan failed. There were still 4,000 people sleeping on the streets. The committee reconvened in 2017, this time in collaboration with the social impact community, the homeless community, and the general public. The committee's discussion made it clear: homelessness was not a housing issue, it was a social issue.

In this historic meeting, 'houseless advocate' Elijah Alexander said, "We are the invisible people. When we ask for a dollar you tell us to get a job. How? I have no ID, no phone, no transportation, no references, no way to cash a check, no channel to share my skills, and most of all, you ignore me." There were many housing options but few opportunities for the homeless to be included in the Portland community.

In 2017, the city created 'The Golden Voice' social innovation prize, focused on improving homeless people's well being and reintegrating the 'invisible people' into Portland's social structures.

A team of students from PNCA (Pacific Northwest College of Art) won the prize with a project titled The Houseless Way of Life. Their plan was to support the houseless by designing a way of life for people in Portland to live comfortably without houses. The team highlighted the irony that people move to Portland to spend as much time as possible outside of their houses. They looked to outdoor enthusiasts, national parks, and music festivals for inspiration. They noted that many people at Burning Man never spent a single night in their own tent, because Black Rock City created comfortable and safe public sleeping environments all over the city. While looking deeper into festivals, the team discovered a phenomena. Experience design and event production had come to such a high level, that transformative experiences could be designed to rewire neural networks and provide therapy for large groups of people.

Through an ethnographic research phase, they determined how drug use, mental health, density, hygiene, diet, and transportation affected their day-to-day existence. The team also thought of ways the houseless population could contribute to the city of Portland. Through time-based experience design, they started designing daily and annual interventions. If a larger houseless population did arrive in Portland, the team wanted to create opportunities for the houseless to thrive and contribute to the city.

Fast forward to February 3, 2027. Portland has created the most successful urban camping network on the planet. Housing is readily available, but many houseless choose to camp. Stewards are employed to maintain the camp grounds and act as community ambassadors. The urban campgrounds are now hosts to several music and art festivals that create opportunities for the houseless and greater Portland to socialize. These festivals have creat-

ed many transformative moments for individuals and the community. The Portland Winter Light Festival, now in its twelfth year, is one example. The success of this event has provided many opportunities for the houseless to contribute to the event production, make art, and play music. Through a thoughtful design process, a small group of PNCA students transformed the city of Portland into an integrated community that provides people without houses opportunities to lead high quality lives.

The Futures of Pro-Bono

Jake Dunagan, Matthew Manos

*Originally published by the Association for Professional Futurists,
this essay explores future directions for pro-bono
and social enterprise to flourish.*

A.

The History and Implications of Pro-Bono:

Pro bono publico, for the public good, has a long and noble history. The term (and practice) has usually been associated with those working in law, but the idea of doing “good” in the business world is growing beyond the legal profession. A diverse range of product and service providers is picking it up. A comprehensive overview of these pro-social business design innovations can be found in verynice’s Models of Impact maps.

As a model, pro-bono began when the German Society of New York launched an organization that had the specific goal of protecting recent German immigrants from exploitation in the states.

The dedication to leverage legal aid as a means to protect those who could not access protection was soon extended well

outside of the German immigrant population and eventually the Legal Aid Society of New York was founded in 1890.

In 1919, legal activist Reginald Heber Smith wrote a text titled "Justice and the Poor" that was crucial in advancing the argument for the necessity of pro-bono. This article eventually inspired the American Bar Association to create the Special Committee on Legal Aid Work, inspiring many law firms to engage in pro-bono work. Within a generation, pro-bono became prevalent in fields outside of the legal industry, including notably the formation of the Ad Council, a nonprofit organization dedicated to the development of public service advertisements (PSAs). To deliver these critical and iconic messages (think Smokey the Bear) to the American public, many key advertising agencies and design firms participated on a pro-bono basis.

To this day, nonprofit organizations and government agencies continue to practice pro-bono in order to gather the same kind of response that more privileged clients can have as a result of their marketing and design budgets. Further, pro-bono has served as a catalyst for the now standard practice of a for-profit business' attempt to integrate social impact into their day-to-day operations. But why do we need pro-bono now? And will we need it in the future?

"THE WORLD IS GETTING BETTER AND BETTER, AND WORSE AND WORSE, FASTER AND FASTER."TOM ATLEE

Tom Atlee's observation beautifully captures the contradictions, paradoxes, opportunities, and anxieties of change many of us feel these days. If you want to find hope for the future, it is easily found. If you dread the looming disaster and civilization-level catastrophes we are facing, you can find those signs all around us. When we live with such ambiguity, it can confound and paralyze us, or it can challenge and liberate us. Therefore, how we frame 'the future' matters more than ever. The metaphors, references, language, images, and visions we use to make sense of change have real, present, tangible effects on the way we think, how we behave, and the decisions we make.

Pro bono is a way to both describe a practice and an ethos. It is a big idea. It has enough clarity to be understood broadly, but it is capacious enough to include many variations of how "good" can be done. Ultimately, pro bono is about giving-time, services, and other resources—with the manifest goal of improving society in some direct way. It can be more or less formalized, and it can scale from the level of individuals (such as legal representation) to global initiatives for social impact (such as volunteer programs like the Peace Corps).

Relatively recent innovations, such as social entrepreneurship, impact investing, sharing economy, collaborative consumption, and strategic reciprocity are all part of an emerging 'web of good' that is attempting to harness business, social, and technological tools to win the race against the forces of greed, corruption, and cooptation. Good is growing faster and faster, but so is desperation and precarity.

"WITHOUT EQUAL ACCESS TO THE LAW, THE SYSTEM NOT ONLY ROBS THE POOR OF THEIR ONLY PROTECTION, BUT IT PLACES IN THE HANDS OF THEIR OPPRESSORS THE MOST POWERFUL AND RUTHLESS WEAPON EVER CREATED."

REGINALD HEBER SMITH

The idea of a noble good racing against the forces of decay and corruption already leaves us exhausted. The idea of pro bono, however, is built upon values of duty, to be sure, but it also contains notions of abundance, and exuberance. Pro bono can have strategic advantages, but the driving force is the goal for individuals to do right by society by becoming better people. Being "human" in today's business world remains difficult, but it doesn't stop people from seeking out ways to do just that. Pro bono feels like a very human act of giving a damn about the future, and doing something about it today.

Pro bono futurum is the idea that if we give our time and skills away (at whatever level or capacity we can) to institutions and practices that improve society, that those institutions

will thrive and that future generations will benefit from these efforts. Pro bono isn't free, and it requires hard work and sacrifice from its practitioners. The feedback mechanisms may be noisy, long, or even non-existent for us in the present, but we have to put some measure of trust that our actions will have systemic positive impact. A commitment to pro bono futurum could very likely pay off for most current and future generations, but it has definite pays off for one's personal well-being and work satisfaction. With a side effect like that, pro bono is a medicine we should all be taking.

B.

The Key Trends and Emerging Issues in Pro-Bono Service:

As Pro-Bono matures within the social enterprise community, and more models emerge that serve as various methodologies for approaching this model of impact, new issues and aspirations within the practice naturally arise. The following are five of the major trends we have noted through an in-depth study into the field, which includes conversations with practitioners and recipients of pro-bono as well as a cross-examination of pro-bono's position within the social enterprise ecosystem as a whole.

Moving from "Gift" to "Exchange": As we explored, historically, pro-bono has been most synonymous with charitable action, or even with volunteerism. However, just as we are finding that "social impact" has become much more synonymous with business acumen and private-sector interests, we are finding that pro-bono has begun to be leveraged as business development tool. For example, studios and consultancies leverage pro-bono engagements to develop/prototype new client services and to build their portfolios in industries of interest. Consultancies also leverage the networks of pro-bono clients for paid project referrals and high-potential introductions to larger corporate clients. There is much more opportunity for reciprocity and equal exchange in this model, rather than a charity model that moves resources in a single direction from those who have, to those who have not.

Differentiating “Spec” and “Pro-Bono” work: Especially in the creative industries, community organizations such as the AIGA have historically been against participation in pro-bono engagements due to a conflation of “spec work” and “pro-bono work”. However, we are beginning to see more of a welcoming attitude toward pro-bono work in recent years; institutionalizing the concept of pro-bono as a service that is solely reserved for a nonprofit clientele further differentiates it from speculative work, since spec work is reserved for a for-profit/private sector client-base.

Marrying Pro-Bono with Social Enterprise: As the social enterprise movement grows, we have seen many new models emerge, primarily in the product-oriented business space. However, as there has been more growing interest in social enterprise amongst consultants and service-oriented business practitioners, pro-bono has emerged as one of a handful of models of impact that are beginning to be framed as a valid approach to social entrepreneurship and social innovation. This re-framing of the practice has empowered the community to innovate within the scope of “pro-bono”, resulting in an exciting development and advancement in the design of new business models.

“Pro-Bono” as “Team-Building”: Thanks in part to the research and activism of organizations such as the Taproot Foundation, pro-bono is growing significantly as a practice to be leveraged strategically by larger, multi-national corporations as a method for team building under the scope of “Human Resources.” Large companies, such as Disney, Wells Fargo, and HP have begun investing more in pro-bono experiences as a tool for developing their staff’s professional and personal goals. Pro-bono as a method of professional development and talent acquisition is a growing trend spread wildly among the Fortune 500 class.

“Pro-Bono” as “Social Production”: With roots in the legal industry, pro-bono was initially seen as a side-project/extra curricular activity to take place in the downtime of a consultant’s 9-5 practice. However, now that pro-bono is becoming integral within businesses, new models of production and bandwidth allocation have emerged. One significant trend is an approach known as “social production,” which calls for a networked execution approach that has allowed businesses to

work with remote volunteers on a per-project basis to complete the work for their pro-bono clientele.

C.

The Key Trends and Emerging Issues in Social Entrepreneurship:

In addition to the five trends highlighted in section B, it is important to also note five additional trends that are affecting the social enterprise eco-system as a whole. Through our research and development work on the Models of Impact project, the following have been the strongest themes and changes to emerge

The Race for a New Vocabulary: A few years ago, a controversy emerged within the Social Enterprise community when SalesForce attempted to trademark the term. "Social Enterprise" as a term has shifted drastically in the last 10 years thanks to the rise in social networking and social media platforms such as Facebook and Twitter. More and more, the term, "social," in the context of social enterprise, is misunderstood as a term that speaks to networked businesses. As a result, a new trend has emerged within the practice that attempts to re-name the field to something more fitting such as Impact Business, Social Impact Entrepreneurship, Models of Impact, For-Good Business, Triple-Bottom-Line Company, and so on.

Rise in Critical Consumption: As products and services that generate social impact have become more commonplace in the private sector, the novelty of these approaches has greatly diminished. As a result, a growing class of critical consumers, who are greatly changing the landscape and expectations of social entrepreneurs, has emerged. A great recent example of this is TOMS Shoes, a business that donates one pair of shoes for every pair of shoes the customer buys. After much scrutiny over their manufacturing practices, the company began producing the shoes in the communities they serve, thereby creating jobs in developing countries. This shift was thanks to an outcry from their supporters, pushing them to do even more good in the world, in the best way possible.

Quantifying Impact and “Accrediting” Social Enterprise: In many ways, this third trend is the result of a growing class of critical consumers. As social entrepreneurship has become a more popular business methodology, we have begun to see more certification programs, such as the B-Corporation, emerge. In addition, a growing challenge and implication of certification practices has been a need to understand how to best quantify and measure the impact of social enterprises in order to understand what makes a social enterprise “good” or “not good.” As we have also seen a rise in “Impact Investing Firms”, essentially angel investors or VC firms who focus on seeing a return on impact, we suspect some exciting innovations to emerge around impact assessment in the near future.

Re-Defining “Value”: One implication/trend that has come of the rise of the Sharing Economy as well as the new demands and expectations of the millennial generation is a re-defining of “value” and “ownership”. This shift in culture and consumer expectations/desires has paved the way for a more open dialogue around concepts like social entrepreneurship and pro-bono. We expect to continue seeing new economies emerge that are not as reliant on monetary value as previous economies have been.

D.

Where Pro-Bono Could Go:

What if pro-bono is just another “social” fad that will be crushed by more traditional business concerns and practices? Or, what if it is an early signal of a coming transformation to the whole practice of business and capitalism that we’ve known for generations?

It is a fool’s game to try and predict a single future, but we must prepare for a range of alternative futures and move to build toward the future we want to see in the world. The trends and emerging practices mentioned above, and many others, show us that pro-bono could take one of several plausible directions (and maybe several directions at once).

GROWTH: Pro-bono has become the beacon of how socially minded business gets done in the 21st Century. It is not just an ornamental add-on to more standard ways of business, but becomes integral to business strategy at most companies, and certainly at the most successful. Pro-bono opens the doors of creativity and good will in markets around the world, and shows leaders that people and profits are not always in competition.

COLLAPSE: Pro-bono is often derided in the same ways hippie communes are now—the product of idealism and exuberance, but not ready to deal with the sometimes hard and serious challenges we face as a society. There was some hope early on that it might take off as a movement, but as opportunists and marketers corrupted it on one end, investors and competitors outperformed it on the other. Maybe there will be other ways to deliver on social good in the business world, but pro-bono is not it.

DISCIPLINE: Pro-bono is making solid inroads into business practice in many different sectors, playing an important, but limited role in most companies. There are now 57% of fortune 500 companies who have signed on the 5% pro-bono pledge, and many examples of how this commitment of skilled talent has paid off for social good. But business is mostly run in the same model as it has been for ages, with a larger portion of the “exhaust” going to good causes.

TRANSFORMATION: The pro-bono movement was just the perturbation needed to shift the entire market economy into a different model. It is almost impossible to remember a time when companies used full-time employees to create valuable products and services that were bought and sold with government issued currency. Now we see a global hive of talent-seekers algorithmically matched with skilled labor and their work is distributed for maximal benefit to maximal numbers of people.

E.

Where Pro-Bono Should Go:

Informed by the histories, futures, and present-day trends that have been highlighted in this study from the Models of Impact research team, we can only promise that the field of pro-bono will continue to grow throughout the service-oriented business community. Pro-bono should be leveraged by every major corporation as a tool for staff development. Pro-bono should be a standard practice in the field of design, as it is in the legal industry. Pro-bono should be leveraged within academic institutions as a way for students to immediately apply their education to real-world clientele who could benefit immediately from their skills and work.

Every year, in the United States alone, nonprofit organizations will spend over 8 billion dollars on marketing and design services. The future we would like to see? What if every single one of those 8 billion dollars was replaced with pro-bono offerings from the creative industries? This would result in a serious impact on some of the world's most persistent problems as it will allow organizations to immediately allocate more resources toward their cause while still getting access to the same great design and marketing services they require. Together we can make this simple commitment in order to drive change and grow pro-bono as a model of impact in the social enterprise community.

An Attempt to Automate Entrepreneurship

Matthew Manos

Editor's Note: This piece represents a substantial new edit of the thesis work Matthew Manos originally developed while pursuing a Master's degree in Media Design from the ArtCenter College of Design. For several years post-grad, the work entered additional rounds of iteration and exploration, resulting in a further developed piece that eventually became a project now known as Models of Impact. The concepts of Preemptive Entrepreneurship and Preemptive Social Entrepreneurship originated in this thesis work.

I. Context

“MAINLY THEY WERE WORRIED ABOUT THE FUTURE, AND THEY WOULD BADGER US ABOUT WHAT’S GOING TO HAPPEN TO US. FINALLY, I SAID: ‘LOOK, THE BEST WAY TO PREDICT—

THE FUTURE IS TO INVENT IT. THIS IS THE CENTURY IN WHICH YOU CAN BE PROACTIVE ABOUT THE FUTURE; YOU DON'T HAVE TO BE REACTIVE. THE WHOLE IDEA OF HAVING SCIENTISTS AND TECHNOLOGY IS THAT THOSE THINGS YOU CAN ENVISION AND DESCRIBE CAN ACTUALLY BE BUILT.' IT WAS A SURPRISE TO THEM AND IT WORRIED THEM.¹" ALAN KAY

In the 18th Century, just three decades prior to the birth of Leland Stanford, Adam Smith defined "entrepreneur" as a person who acts as an agent in transforming demand into supply. This specific definition, the concept of an entrepreneur as a supplier of what the customer wants, is in agreement to many definitions that preceded Smith. However, this was not a philosophy that remained a static definition of the practice. In his book, *The Design of Business*, Roger Martin speaks of entrepreneurship and innovation as a way of seeing the world "not as it is, but as it could be." The book goes on to argue that true innovation stems from the exploration of problems that cannot actually be found in history or proven by data. Perhaps in a more extreme use of language, Erik Reis offers up another take on the practice defining entrepreneurship as the act of creating something new under "extreme uncertainty."² From juxtaposing the 21st Century definition of the field with the 18th and early 19th century definitions, it might seem as though entrepreneurship has evolved from a practice that supplies a demand to a profession that creates demands— from a field of regurgitation to a practice of innovation. However, These theories are not honest representations of the true landscape of contemporary American innovation.

Numbers are a hindrance on history-making. Prescribed methodologies, or the templatization of innovation, yield expected results. Changing history through the production of cultural shifts, an ambition at the heart of entrepreneurship, is an act that is far too radical for a quantitative practice.

Entrepreneurs often turn towards numbers to see how coordination or reallocation can be optimized to provide a great benefit to either corporate or social entities. A quantitative and theoretical stance like this is actually crippling to the radical thinking an entrepreneur is capable of, limiting their ability to innovate that which does not exist and change the way we, as consumers and human beings, perceive the world around us on both a macro and micro scale. Peter Lunenfeld, a pioneer in the digital humanities, states that we need to “move from P&L to V&F—profit and loss to vision and futurity, from ROI to ROV—the Return on Investment to a Return on Vision.³” A shift in entrepreneurial intention from one that is quantitative to one that is qualitative enables innovators to lessen their concern around the production of profit, and instead focus efforts toward designing a future they would like to inhabit. These kinds of values and aspirations were common amongst 20th century innovations, but have been lost in post-Internet entrepreneurial endeavors.

“THE HUSBAND AND WIFE WHO OPEN ANOTHER DELICATESSEN STORE OR ANOTHER MEXICAN RESTAURANT IN THE AMERICAN SUBURB SURELY TAKE A RISK. BUT ARE THEY ENTREPRENEURS? ALL THEY DO IS WHAT HAS BEEN DONE MANY TIMES BEFORE. THEY GAMBLE ON THE INCREASING POPULARITY OF EATING OUT IN THEIR AREA, BUT CREATE NEITHER A NEW SATISFACTION NOR NEW CONSUMER DEMAND... [...] INDEED, ENTREPRENEURS ARE A MINORITY AMONG NEW BUSINESSES. THEY CREATE SOMETHING NEW, SOMETHING DIFFERENT; THEY CHANGE OR TRANSMUTE VALUES.⁴” PETER DRUCKER

Instead of changing or transmuting values, entrepreneurs are caught in a state of reaction, often focusing their energy towards making the old better, feeding off of that which has preceded them as opposed to laying groundwork for what is to come. This methodology results in a loss of the disruptive tendency that formerly motivated so many entrepreneurs.

II. **Conspiracy**

Brenda Laurel identifies a crisis in contemporary entrepreneurial practice: "We face a crisis in content— who will make it, how will it be paid for, and what will it be worth in a new media World?"⁵ Entrepreneurial practice, and innovation in general, is now driven by the acquisition of content. It is no longer a form of authorship, but instead a collage. This crisis, in part, can be attributed to society's desire for a constant "newness," but perhaps entrepreneurs have simply run out of ideas. Are we headed towards an era of sameness in which all humanly perceived problems are solved? This speculation imagines an era in which innovation by the human species alone becomes impossible due to the increased difficulty of accurately perceiving and defining problems. While, to some, the elimination of problems may seem to be a great success, I find it to be the most pressing dilemma of humankind. As utopian socialist and businessman, King Camp Gillette, states, the progress of humanity is dependent on the birth of ideas, and "if individual minds should cease to give birth to ideas of improvement or discovery, the progress of man would cease."⁶"

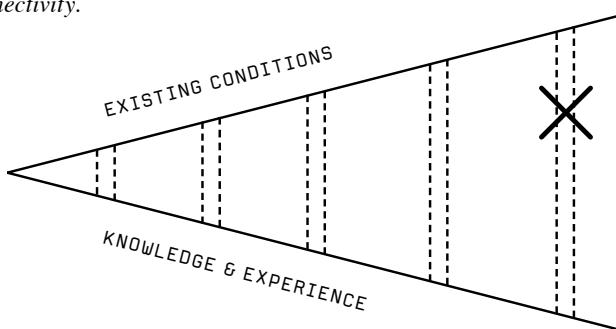
"HUMANS ARE GOVERNED BY TWO CLOCKS: THE VERY SLOW-TICKING CLOCK OF HUMAN EVOLUTION AND THE FAST-ACCELERATING CLOCK OF TECHNOLOGICAL PROGRESS. THE RESULT OF THESE→

TWO CLOCKS NOT SYNCING UP IS THE HUMAN BRAIN (AND THE PUBLIC POLICY OUR BRAINS GENERATE) IS UNABLE TO KEEP UP WITH THE COMPLEX ENVIRONMENT AROUND US.”⁷

REBECCA COSTA

As Research Scientists in the field of Quantum Physics attempt discovery, breakthrough is revealed in that which is counterintuitive. For example, 0.999... is equal to 1. In this space, human intuition becomes irrelevant because the areas explored are not comparable to that of any past experience. The same can be said about the very distant future. Both are spaces in which common sense, alone, is considered shortsighted. In this space as well as other domains in which expertise is not possible, like stock picking or long-term political strategic forecasting, experts are “just not better than a dice throwing monkey.”⁸ As we continue to rapidly move towards a future, and past experience exponentially divides from present conditions, as Rebecca Costa illustrates with the two clocks of human governance, we will enter an era in which innovation-by-reaction alone will be deemed impossible due to over-saturation and incomprehensible uncertainty. To avoid this, entrepreneurship will need to shift in one of two directions: one of preemption (meaning less dependent upon reaction), and one of randomization (meaning more open-minded and dynamic approaches to finding things worth reacting to).

*Fig 01. Entrepreneurial Bridges:
The Point of No Connectivity.*



The above diagram portrays a map of the future, from the perspective of the present. The map is made up of a cone that has two axes (existing condition and past knowledge) that are exponentially dividing with a timeline in the middle. The diagram, specifically the ultimate break in the connectivity between the axes, illustrates the context that my project is designing for, and gives a broader framework to the speculation as a whole.

The first axis, existing condition, represents our current state—our pressing issues, conditions, or needs. The second axis is our knowledge and experience. This axis represents everything we have learned in the past that directly informs the way we approach our existing condition. The bridge between these two is entrepreneurship—the ability to see the problems that exist in our present moment, consult our past knowledge, and juxtapose the two in order to solve a problem by creating an enterprise.

As we move through this cone and we enter this exponential divide between the two axes, it becomes harder and harder to innovate because the void between our existing condition and our past knowledge/experience grows to a point until one day, I speculate, this gap will not be possible to cross. While we will never inhabit a world that is rid of all problems, as we move faster and faster into the future, the problems that do exist will strengthen in their ability to go unrecognized by humankind alone. We need to begin designing an alternative for this situation, an Automated Entrepreneur. This machine-like system, and the methodologies that inform it, are designed to make the connections between our past experience and existing condition more apparent in order to systematize innovation for a time in which innovation-by-reaction alone is not possible thanks to heightened levels of uncertainty and over-saturation.

III. **Signals**

Three early signals that point towards this shift of entrepreneurial culture are Knock-Off Products, Feature Companies,

and Product-Enhancing Products. In the 20th Century, as Alan Kay states, we saw an abundance of innovation. The Personal Computer, the Pocket Calculator, and the Xerox Machine, for example, are devices that disrupted our daily actions and routines. "They weren't contaminations of existing things. They weren't finding a need and filling it. They created a need that only they could fill."⁹ I argue that, made visible by these signals, the current landscape of innovation is driven by enhancing that which has already been innovated, as opposed to creating that which is new—this is due to the growing difficulty of reaction. These signals are identified through an analysis of the methodologies I have personally witnessed through my involvement in the entrepreneurial community in the United States, as well as in my career as a designer and strategist that has allowed me to assist thousands of businesses and organizations launch their products and services. The process of building these relationships has provided an intimate lens into the intentions of modern entrepreneurs, as well as the aspirations of their technologies.

KNOCK-OFF PRODUCTS: Knock-off products and services, perhaps the most publicly recognizable sign of the end of human-induced entrepreneurship, is an active strategy in the development of business within both the "as-seen-on-TV" and web application sectors. Take Groupon, for example. With millions of subscribers, the company pioneered the "daily deal" online platform, but is far from existing as a one-of-a-kind¹⁰. Shortly after their launch, as is the case with any successful new web service, the competitors began to pour in: LivingSocial, Yipit, Scoutmob, Fab, Savored, Google Offers... and the list goes on. The "elevator pitch" I hear from entrepreneurs with these kinds of desperate aspirations sound something like this: "You know, like [insert pioneering company's name], but with [insert minor difference]." This regurgitative method of business design comes from a desperation amongst entrepreneurs to start something without the ability to identify a new, specific, need to intervene with their product or service.

FEATURE COMPANIES: Feature companies, the archetypal "sell-out," are enterprises designed for acquisition. The designer of a feature company studies the big hitters

in the internet and technology industries (Facebook, Microsoft, Google, etc.) with the intention of discovering a void in an existing product or service to design for. That void, or “feature” is transformed into a new product or service and becomes the sole focus of the start-up. The intention, upon launch, is to offer it for sale to the mother company upon launch. This method of business design is common amongst serial entrepreneurs. I argue this signal, another proof to the conspiracy put forward in this work, is a kind of surrender to the mammoth corporations that run Silicon Valley. If you can’t beat ‘em, get bought by ‘em.

PRODUCT-ENHANCING PRODUCTS: Take a walk into any Apple store, and you will find hundreds of products that have been designed by third-party vendors to make Apple products better. These companies capitalize on an existing technology and essentially focus the design of their model on accessorizing the innovations of others. These products, while seemingly innovative in the sense that they change the dynamic of how we understand the potential use of specific devices, do not actually create anything new, but instead make other stuff a little more “awesome.” These kinds of products surprisingly are more common than we might think—apps, websites, smart phones, computer software... all of these things simply enhance the experience of a true innovation (the internet, the personal computer).

These signals are a visible cry for help. We need new methodologies, and by designing new processes that can assist humans in the disconnect between their past experience and existing condition, we will allow for an integration of systematic entrepreneurialism. This evolution of entrepreneurial practice, preemptive enterprise, is built upon randomly generated starting points that can inspire innovation in an age of uncertainty.

IV.

The System, Part 01: The Emperor's New Post-It

Taking a more extreme approach to tackling the era of uncertain reaction, The Emperor's New Post-It is a design project that lays the groundwork for a system that aspires to heroically take the place of humankind in entrepreneurial practice. The project explores the advantages of humans vs machines, and is a search for the ideal solution to this issue of stifled innovation that combines the current human and machine resources we have available. The system is a parallel being, a mimicry, and a representation, of the thoughts and values of an individual that starts things. In some ways, the project dehumanizes entrepreneurial spirit by leveraging the practice's ability to create the bridge between our existing condition and our past experience. The project creates these bridges by identifying a problem and authoring the knowledge required to design a solution.

While the project's intent is to attempt to automate entrepreneurship, The Emperor's New Post-It cannot simply begin with an abrupt abandonment of the practice's current human-driven methodologies. Instead, to begin working towards systematizing the process of innovation, a series of games and workshop curricula are created to strike a balance between mediated decision making and free will. These initial experiments range from workshops on defiant innovation at the Occupy camp in Downtown Los Angeles to card games that generate random business plans.

Early Experiments

The first of these experiments, The Serendipitous Business Plan Generator, leverages hybridity and serendipity to create a system for randomly generating new business ideas. The root of all digital media is a replication or translation of analog systems and data. Often times, complex interactions and digitally-based systems are best explained through simple materials as a way to generate ideas without the burden of incorporating technology in the initial stages of a project. As

a result, the Serendipitous Business Plan Generator experiment begins with a series of physical explorations, allowing for a rapid prototyping of the infrastructure and game mechanics in order to provide a series of high-resolution insights on the implications of the system.

The first of these iterations: a conditional walking exercise that enables the generation of serendipitous business:

1. Walk one Block. Take a picture. This is your **PRODUCT**.
2. Walk one more block. Take a picture. This is your **MARKET**.
3. Walk one more block. Take a picture. This is your **LOCATION/INDUSTRY**.

The first business to result from this process? Park benches for dogs at train stations.

This initial attempt in developing a Serendipitous Business Plan Generator yields amusing results in terms of spontaneity and humor. By basing the constraints in a physical space, the ideas become a reflection of that space. The implications of this limitation is a charming lack of control in content—resulting in concepts that represent a wide metric of success.

The second iteration of the Serendipitous Business Model Generator takes more ownership of the content by equipping the user of the system with a card game that grounds the experience. The mechanics of the system introduce three decks of cards: Industry to Modify, Scenario, and Horizon Element. The content itself, adapted from the recent outlook reports of ARUP, the Institute for the Future, and the New Media Consortium, introduces futurist methodologies that foster foresight and innovation into the generator as a way to remove participants from the present tense.

After conducting user-studies on several early iterations of the card game, the importance of refining the interface to provide more context for the desired outcome became clear. By grounding the ideas in visual illustrations, descriptive text, and a demonstrable set of instructions, participants were found to be even more likely to achieve a solid understanding of the framework. In addition, the framework of a card game seemed to provoke a competitive nature in the participant, prompting questions of rank and reward.

To ground further iterations, I visited Game Empire in Pasadena. During the visit, I purchased a series of card games in order to learn from their structure. I became interested in the conditions that made these games challenging, addictive, fun, and satisfying. Through further conversation with store employees, I was also reminded of the vast array of mechanics to choose from, and the most attractive format that I uncovered during my research was the CCG, or Collectible Card Game, a genre that requires a high degree of strategy, customization, and narrative. Pokemon, an example of a CCG, serves as an inspiration for further iterations to the Serendipitous Business Plan Generator, with each card consisting of a large graphic, a title, and descriptions of its use and capabilities.

Borrowing from the interface of the CCG, my next iteration on the Serendipitous Business Plan Generator consists of a deck of 90 cards, divided into 3 sets of 30. In addition, the content of the decks is refined from the original system to include:

1. **SCENARIO:** the conditions in which our business is being started
2. **OPPORTUNITY:** the emerging technologies/phenomenons that will be leveraged in our venture
3. **MODIFY ELEMENT:** the existing business, product, or industry that will be modified/developed

After validating the new and improved interface and content with colleagues at the ArtCenter College of Design, I chose to test the framework in new industries. I invited entrepreneurs and social enterprise advocates to participate in an intimate focus group session that would test the implications of including a business plan template for the participant to populate, informed by the output of the card game. The business plan template includes:

1. COMPANY NAME
2. EXECUTIVE SUMMARY
3. PRODUCTS/SERVICES
4. MARKET STRATEGY

The rules of operation for the game are as follows: Draw one card from each of the three decks in order to generate your business. While the generator can be used by an individual, it is recommended to play with a partner. The generated business

must be documented by populating the provided business plan template, no matter how strange your combinations may be.

From video game hospitals to cyborg apartments, the cards generate serendipitous business that are outside the realm of expertise of each participant, allowing the system to enable creation in unfamiliar spaces. In doing so, the system reveals itself as having an underlying potential to design new ways of thinking, an aspect of the generator which is crucial in moving toward the further development of the project as an autonomous system.

The Merced Project

While generative, the experiments form The Emperor's New Post-It thus far have maintained a protective layer of sorts due to the fact that they are being portrayed as "experiments" in an academic setting. What happens when the project becomes real, and the stakes are higher? The following is a documentation of the Serendipitous Business Plan Generator's first public workshop, which took place in the City of Merced, California on November 11, 2011.

The City of Merced, known as the "Gateway to Yosemite," is home to a population of nearly 80,000 individuals, about 30% of whom are currently living below the poverty line. According to data from Forbes, median-level homes in Merced saw a dramatic loss in value—62%, the biggest drop anywhere in the country. According to Zillow, by the end of 2009, house prices in Merced had returned to the levels seen over a decade earlier. This crisis has established a strong community of individuals and organizations actively seeking new ways of thinking about commerce and innovation in order to transform the community into a space for survival, ingenuity, and break-through.

Several organizations within Merced decided to take action on these aspirations by developing a town-hall meeting of sorts to bring leading voices from around the nation to lead the community into new modes of thinking. I was fortunate enough to have been approached to develop a workshop for the community of Merced at this gathering in order to lead participants through a series of generative activities that would inspire new business models that have the potential to improve the

local economy. The attendees of the gathering were a diverse audience of about 100 individuals who collectively represented the community of Merced. From farmers to students, all cultures and professions within the community were accounted for, making it a rich space to design a workshop specific to the context and histories of Merced. In this space, I piloted a version of the Serendipitous Business Plan Generator (SBPG) that was designed specifically for this gathering. The SBPG works by juxtaposing three components: Scenario, Opportunity, and Modify Element.

- » **SCENARIO:** The situation (i.e. growth, collapse, etc.) in which the participant is starting their business. This element is designed to give insight into the resources they will be able to leverage for their business plan.
- » **OPPORTUNITY:** The emerging opportunity (i.e. augmented reality, cyborgs, etc.) that the participant can take advantage of and consider when conceptualizing their business plan.
- » **MODIFY ELEMENT:** The specific space, industry, product, or service (i.e. coffee shop, lamp, etc.) your business plan is in conversation with, adapting, or transforming.

While the Scenario and Opportunity decks were only slightly developed from earlier iterations, the Modify Element deck was completely revisited to speak to this specific community. For the Modify Element deck, students from UC Merced were prompted to explore the community, and take photographs of spaces that illustrated both an essence of the community, and prominent issues at hand in the county. By getting the students (residents of Merced) involved in this preliminary aspect of the experience, the system became specifically designed for the City of Merced as a way to tease out ideas and concerns unique to this community.

The photographs were placed on 10 different roundtables around the community center and participants were prompted to select their seat based on the space depicted in the photograph, assuming that the participants would select based on some kind of prior experience or emotional connection with the imagery depicted in the photo. Shortly after, the additional

two cards (opportunity and scenario) were distributed to the participants along with a business plan template and full instructions for the exercise.

Each table housed a diverse group of Merced community members, working together to strategize their business proposal for the community of Merced, using the Serendipitous Business Plan Generator. Throughout the activity, I spent time at each table to work with the participants on their ideas, and clarify any issues or concerns centered around the system itself.

In 30 minutes, the participants were prompted to develop a concept for a business that would exist in Merced that considered all three of the generated components as restrictions in the making process. In order to foster a bit of friendly competition amongst the groups, the community was informed halfway through the exercise that some tables were given the same opportunities to capitalize on, thus creating direct competition between the groups in order to push the ideas beyond the top-level, initial, concepts. After 30 minutes of rapid business generation, each group delivered a pitch to the audience as a whole, presenting the details of their business plans while their ideas were noted on a series of posters. After each presentation, the posters were pinned to the walls of the community center, and the community was asked to vote on the venture that would best benefit the community at large.

The problem with Social Innovation is that it puts the entrepreneur(s) on a pedestal. In doing so, the process of innovation becomes framed as for the community as opposed to with the community, inevitably neglecting the edges of an issue at hand and resulting in a lot of clean-looking, shiny things that impose a set of values and beliefs around a community's problems. I am interested in how The Merced Project was able to leverage corporate innovation tactics within a specific community as a way to tease out information about the culture of this space of crisis. Ethnographers often work with entrepreneurs in communities to seek new markets and opportunities, but what if the end goal was not to walk away with a set of solutions to capitalize on? The Merced Project begins to explore design's ability to shift the role of an entrepreneur away from solving problems, focusing instead on working with a community to tease out new problems specific to their interests. I am interested in how this trajectory could be pushed even further through the development of a series of

design interventions inspired/informed by the results of the workshop in order to bring the ideas to the forefront of the community at large.

1,000 Businesses

After the Merced Project, I realized that all of the experiences designed thus far could be categorized as a kind of performance art, in the sense that my own presence is required in the administration and facilitation of each activity. What would happen if I remove myself from the process entirely? This next iteration of the Serendipitous Business Plan Generator steps closer towards an automated system in order to explore the kinds of business plans an entrepreneurial machine could be capable of writing.

The initial series of explorations, iterations, and user studies of the analog Serendipitous Business Plan Generator provide a grounding for an additional component to the system: automation.

1,000 Businesses is a compilation of 1,000 systematically generated executive summaries that are written by the Serendipitous Executive Summary Generator, a semi-autonomous web app that pulls from a series of word lists and sentence structures in order to generate an Executive Summary, the basis of all business plans.

The algorithm begins with a sentence structure that has certain words differentiated from the rest of the sentence through the use of {brackets}. The words within the {brackets}, and the sentence structures themselves, are randomized by pulling from a list of options for words and sentence formations that I provided in a database.

Every time the user clicks "GIVE ME ANOTHER BUSINESS MODEL," the page is refreshed, and a new statement with randomized key words and an alternative sentence structure is generated.

After generating 1,000 of these summaries alone and in workshop settings, a series of key-terms are extracted from each executive summary (i.e. opportunity, demographic, etc.), forming a database of words to pull from for each plan. This data is then entered into 1,000 business plan templates. The templates

are created through a comprehensive process of combining dozens of free business plan templates found online.

The system produced a range of businesses that begin to go beyond the first-level, "silly," and more into the believable, yet strange, realm. The algorithm that produces each of the plans revealed a critical dimension that questions the sameness of business plans, the "templatization" of innovation, and the seemingly automated nature of the field of entrepreneurship, even in its current state.

Finally, all 1,000 business plans were mailed to all of the top Venture Capital firms in Silicon Valley, in order to understand if the machine worked or not, based on response-rate. The project, *For Your Consideration*, unfortunately did not result in any response whatsoever. Apparently automating entrepreneurship is harder than it looks.

Upon completion of this first in-depth series of experimentations in generative business, the vision of a world in which humans collaborate with systems in order to make their entrepreneurial endeavors more preemptive and dynamic maintains its status as a worthwhile topic of exploration. In addition, the research and development of both the human-centered workshops and the machine-centered prototypes informed the ultimate direction and strategy for a new evolution of the work: Models of Impact.

v.

The System, Part 02: Models of Impact

After completing *The Emperor's New Post-it*, my interest in generative business continued and iterations on my initial experiments naturally transpired. Perhaps most exciting about the new evolutions of the work is its specificity in focus on social and preemptive entrepreneurship. From *The Emperor's New Post-It*, I came to appreciate the potential of generative thought exercises as they pertain to business ideation. Very often, when considering a business model, or even a focus area, we choose to settle for the models and ideas we find comfort in. By integrating a generative process, we have no choice but to become more open-minded, and therefore we have a greater potential to explore things we may not have

previously considered. The following is an in-depth look into the Models of Impact framework, a project that was developed based on the promise of commercializing the themes and best practices that emerged from the experiments that comprised The Emperor's New Post-It.

How can products and services contribute to the development of sustainable impact in our communities? What models exist that can drive impact and social change beyond traditional grants and private donations? What role does philanthropy play now that consumers are more aware of the social impact behind their consumption? In the past 10 years, most intensely, so many businesses have shifted to a mindset in which "people" and "planet" in addition to profit, are viable measures of success. This new criteria for success has informed a new wave of products and services that place giving back at the core of what they do.

As a social entrepreneur myself, I felt incredibly deprived of resources in the earliest stages of designing verynice's now trending "give-half" business model. I remember picking up a copy of "Nonprofits for Dummies" in order to get a feel for how the social sector operated, but when it came to being a for-profit with a focus on social impact, I didn't know where to find prime examples of business models. Even to this day, when I arrive at a conference for social entrepreneurs, there is very little talk around business models. When the conversation does come up, it tends to be limited in scope. This limited mindset is actually crippling the social enterprise community's ability to innovate in a sustainable manner. We've all heard of TOMS Shoes, but what other impact-oriented business models are out there?

Emerging social entrepreneurs need to know that there are options. This is why we created Models of Impact. The project's initial iteration is a glossary and series of maps (see figure on opposite page) that document the relationships and deviations between various models across the product and service-oriented business industries. The goal of the research project was to reveal the underlying systems that make sustainable impact achievable.

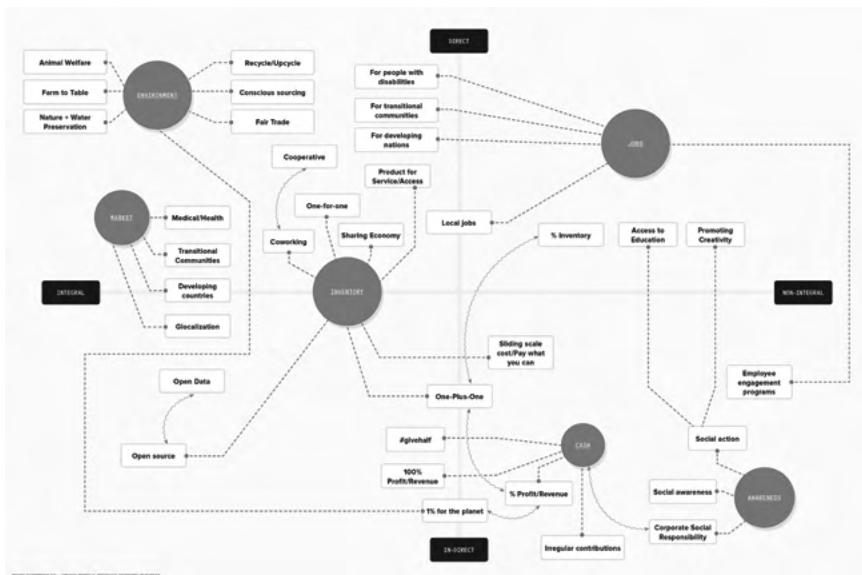


Fig 02. Product-oriented business map.

After finalizing this first phase of the initiative, we found ourselves with a load of research, but not much to do with it all. Aside from reading through the map and glossary of defined vocabulary, there was not an actionable quality. Remembering the findings from The Emperor's New Post-It, I became interested in the concept of Models of Impact adopting a generative component in order to leverage the robust data from our research in a game-based learning environment. To begin the process of developing our game, we worked with dozens of entrepreneurs to conduct user studies on our early prototypes and even began offering the game as a service to our clients spanning the nonprofit, startup, and Fortune 500 sectors. Most notably, the methodology was adopted by the California College of the Arts and Singularity University for use in an academic setting. The method was also introduced to the CSR departments of Electronic Arts and Mattel, and was even used to help relaunch Architecture for Humanity as the Open Architecture Collaborative. The result of all these experimental engagements? The Models of Impact toolkit.

Models of Impact, The Toolkit

Editor's Note: To download the Models of Impact toolkit and access more information and content, please visit <http://modelsofimpact.co>

As a strategic business-design toolkit, the mission of Models of Impact is to promote legacy and entrepreneurship in the social impact community by developing tools and resources that make it easy (and fun!) to design disruptive business models. The process works best when at least two “players” are involved, and the recommended materials include sticky notes and polyhedral dice. The toolkit is designed for educators, consultants, executives, and entrepreneurs.

The Methodology:

Our methodology breaks down into four distinct segments: Learn, Invent, Program, and Report. After users deep-dive into the landscape of existing business models most relevant to their areas of interest/operation, they engage in a cross-pollination of ideas that serve as the catalyst for a new product, service, or program. The “secret sauce” of the Models of Impact methodology is a game-based experience that creates the space for spontaneous discovery in order to challenge ideas and help users think BIG. By exploring a range of ideas in an unbiased manner, users have the ability to better understand the edges of their opportunities for impact. The method is simple to learn, and each toolkit provides advice for implementing the curricula appropriately depending on the user’s specific context and logistics.

SEGMENT 01: Learn

In the first segment, users introduce themselves to a range of relevant business models by tapping into the Models of Impact Glossary. The glossary contains over 100 unique impact and revenue models that span the service and product-oriented business landscapes. Users can also engage in a number of

supporting materials including reference materials in addition to the glossary, additional frameworks, and our original series of maps that compare the models across a series of 2x2 axes. During the exercise, participants collectively determine the top six, 12, or 20 impact models AND the top six, 12, or 20 revenue models they would like to pursue further. This can be determined randomly, democratically based on a voting/ranking process, or strategically based on the findings from previous directions and initiatives. In addition to ranking and selecting these two lists of models, users will also generate an additional list of six, 12, or 20 “other factors”— the specifics of which are entirely flexible, but may consist of product features, customer touch points, audience members, relevant trends, or global challenges that are of interest to the initiative.

SEGMENT 02: Invent

In the first segment, participants study the landscape of business models, and the designated facilitator(s) guide the participant(s) through an activity that culminates in a series of three lists of equal length: impact models, revenue models, and “other factors.” During the second segment, participants explore a randomized assortment of models and factors in order to begin inventing a range of new business models for their product, service, or initiative. This is where the polyhedral dice come in. Using dice, participants take turns rolling random values in order to determine what model/factor to include in that round.

Each round that participants engage in has two deliverables: the elevator pitch and the scenario development worksheet. Based on the combination of factors generated in each round, participants are encouraged to work alone or together in order to develop an elevator pitch that articulates a concept for a product/service/initiative that combines a series of models and factors.

After participants complete the elevator pitch, they develop a scenarios for their idea. To help participants develop a scenario, the facilitator asks each participant/group to think through the Opportunity (What is the potential of this concept? Why is it great?) and Risk (What could go wrong?)

Why might this not be a good fit?) of the concept as well as a method/approach to developing a prototype for the concept that would cost little to no money to implement.

Depending on the length of the overall session, we have seen participants complete anywhere from 2-5 rounds of invention. With each round, the complexity of the assignment escalates in order to increase the vulnerability of the ideas and open up edges to explore more. The following is a breakdown of recommended invention rounds:

ROUND 01:

1 Impact Model, 1 Revenue Model, 1 "Other Factor"

ROUND 02:

2 Impact Models, 2 Revenue Models, 1 "Other Factor"

ROUND 03:

3 Impact Models (choose at least 2 of the 3 to pursue),
3 Revenue Models (choose at least 2 of the 3 to pursue),
1 "Other Factor"

ROUND 04:

3 Impact Models (choose at least 2 of the 3 to pursue),
3 Revenue Models (choose at least 2 of the 3 to pursue),
2 "Other Factors" (choose at least 1 of the 2 to pursue)

ROUND 05:

4 Impact Models (choose at least 3 of the 4 to pursue),
4 Revenue Models (choose at least 3 of the 4 to pursue),
2 "Other Factors" (choose at least 1 of the 2 to pursue)

SEGMENT 03:

Program

If Segment 02 could be referred to as "Blue Sky," Segment 03 is all about getting into the dirt. Participants reflect upon the idea(s) generated in their completed final scenario-development exercise in order to determine which concept(s) they would like to pursue. The specific success criteria that the facilitator will use to guide the participant(s) through the decision-making process varies depending on the context/

scenario/audience, but a series of recommendations for specific types of audiences are listed at the bottom of this segment.

To begin the programming phase, after the specific concept(s) are selected, participants work through our unique business plan writing tool known as the Models of Impact Canvas in order to get into the nuts and bolts of how the concept might be implemented into the context they are hoping to work in (or are currently working in).

Let's face it, Business Plans are terrifying. They are full of numbers, fancy projections, and shiny pie charts that don't make much sense to the average joe. To be completely honest, most small businesses don't even have a business plan. The reason? It is just too daunting of a task. We developed the "Program" Segment to make the process of writing a business plan fast and more fun.

The secret sauce behind our approach to drafting business plans is a series of 13 critical questions. Using the Program Segment as an opportunity to think about what they have been exploring in the Invent Segment in a more detailed/tactical manner, participants work through the following questions.

IMPACT MODEL: An impact model is a method that allows a business to operate sustainably and effectively while simultaneously maximizing impact on its leader, team members, and community it aims to serve. To define their impact model, participants answer the following: What kind of impact do you want to make as a business/organization (social impact, personal impact, local/community impact, environmental impact, etc.)? How do you measure your impact?

VALUE PROPOSITION: A value proposition is the single factor that makes a business or organization stand out from its competition. If it has been around for a while, its value proposition may be well defined. If it's just starting out, this can take some time to establish. In either case, participants answering the following: What makes your organization and offer unique? Who else is in the space you are tackling, and why are you better?

PARTNERS: Partners are groups or individuals external to a business or organization's day-to-day operations (AKA

not your staff or shareholders) who can help you make things happen. New entrepreneurs might not have had the opportunity to meet the right partners yet. This takes time, but we recommend participants think big when tackling these: Who do you work with to create positive impact for your business, and for the world at large? Who won't you work with? Who are your clients, funders, and networks?

PRODUCTS/SERVICES: Often times, an entrepreneur will have put a lot of thought into their key offering without even thinking about writing a business plan. What are you creating? How do you ensure your product or service works well and creates the impact you are hoping to achieve?

TALENT/OPERATIONAL MODEL: The talent and operational model is a method that allows a business or organization to maintain a comfortable workload and steady bandwidth to deliver on its promise. Who does the work, and how do you find them? What will your organization chart and cost structure need to look like to live up to your impact model and value proposition?

REVENUE MODEL: A revenue model is the method a business or organization uses to earn revenue from its target market. Basically, this is the part no one really likes talking about, but it is a necessary evil. How is your work funded? How can it be creatively financed?

SEGMENT 04: Report

At this point, the participants enter the final segment: the report! This is when the whole experience comes to fruition. Participants share their findings with their facilitator fellow participants (if applicable). The report can take many forms, participants normally select a format based on the amount of time remaining as well as the physical space in which they are working.

If participants have time between sessions, they can design a presentation and give a short TED-style talk, or a Pecha Kucha (20 slides, 20 seconds/slide). If they do not have time between sessions, participants can simply stand up and "report out" on

the key components of their concept: the value proposition, the product/service concept, and the business models.

VI.

Conclusions

"THE FACILITATOR IS USUALLY SOMEONE WHO GETS SOMETHING DONE, THE LUBRICANT IN A PROCESS TO ACHIEVE A GOAL. BUT, I THINK IT CAN BE MORE LIKE A DIRTY LUBRICANT. IT CAN FUCK UP A PROCESS A LITTLE BIT, MAKE IT SELF-REFLECTIVE, INEFFICIENT, AWKWARD, ETC.¹¹"

SEAN DOCKRAY IN CONVERSATION WITH DAVID ELLIOT

Dockray frames facilitation as an art form that flips the corporate strategy on its head to yield interesting results. His entrepreneurial initiative, The Public School, is an interesting model that provides nothing more than a space and a framework, relying on the audience to define the rest. Both the system and the user rely on each other's participation and existence for something new to be created. Without the framework, humankind's output cannot exist. Without humankind, the system's framework is useless. While the resulting image of generative art can be beautiful and provocative, the piece is not actually the artwork itself, but instead the by-product of the piece, which is the code or process that generated it.

In the Innovator's Dilemma, Clayton Christensen argues that, to truly innovate, the entrepreneur has to partner with the consumer to create a space for collaborative discovery. This relatively modern theory (dating back to the late 80s/early 90s) recognizes success not as the result of one individual, but instead as a collaborative effort.

**“MARKETS THAT DO NOT EXIST
CANNOT BE ANALYZED: SUPPLIERS
AND CUSTOMERS MUST DISCOVER
THEM TOGETHER. NOT ONLY ARE THE
MARKET APPLICATIONS FOR DISRUPTIVE
TECHNOLOGIES UNKNOWN AT THE
TIME OF THEIR DEVELOPMENT, THEY
ARE UNKNOWABLE.”¹²** CLAYTON M. CHRISTENSEN

This collaborative approach to innovation that takes place between the supplier and the customer allows for a voyage into unknown spaces, where communal exploration, dissemination, and discovery can emerge. If collaboration between the entrepreneur and the consumer, as Christensen explains, is the true seed of progress, perhaps automation is not a strategy that matches the aspirations of this system. Instead of automation, then, the final system aspires to lay the groundwork for innovation by making visible our present condition in new and exciting, unbiased, manners. Models of Impact and its predecessor, The Emperor's New Post-It, then, are not a systems for autonomously generating business. They are entrepreneurial seeing-machines.

As a system, Models of Impact stands to position itself as a compelling approach to business-design in the post-reactionary entrepreneurial landscape. By systematically innovating new models and business concepts under the construct of a conditional system, entrepreneurs and organizations can reach new, previously unimagined potentials.

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PART 03:

THE WORKBOOK

The future of social enterprise must include preemption, and the next generation of social entrepreneurs will welcome a balance of those who choose to focus their efforts around preemptivity, and those who choose to focus their efforts around reactivity. So how do we start? Earlier in this anthology, we explored the origins and inner-workings of verynice's celebrate Models of Impact Methodology. The following is a series of exercises, built-upon the Models of Impact framework, that will allow you to begin conceptualizing your own Preemptive Enterprise. Feel free to write in the book, or to work through the same activities multiple times on a separate piece of paper. As the activities go on, the complexity of the thought exercise increases. We encourage you to share your discoveries with info@verynice.co. Onward!

Activity 01:

1. PICK A RANDOM NUMBER BETWEEN 1 AND 58: _____

Refer to pages 163-172 to find out your impact model.

WRITE IT HERE: _____

2. PICK A RANDOM NUMBER BETWEEN 59 AND 92: _____

Refer to pages 172-178 to find out your revenue model.

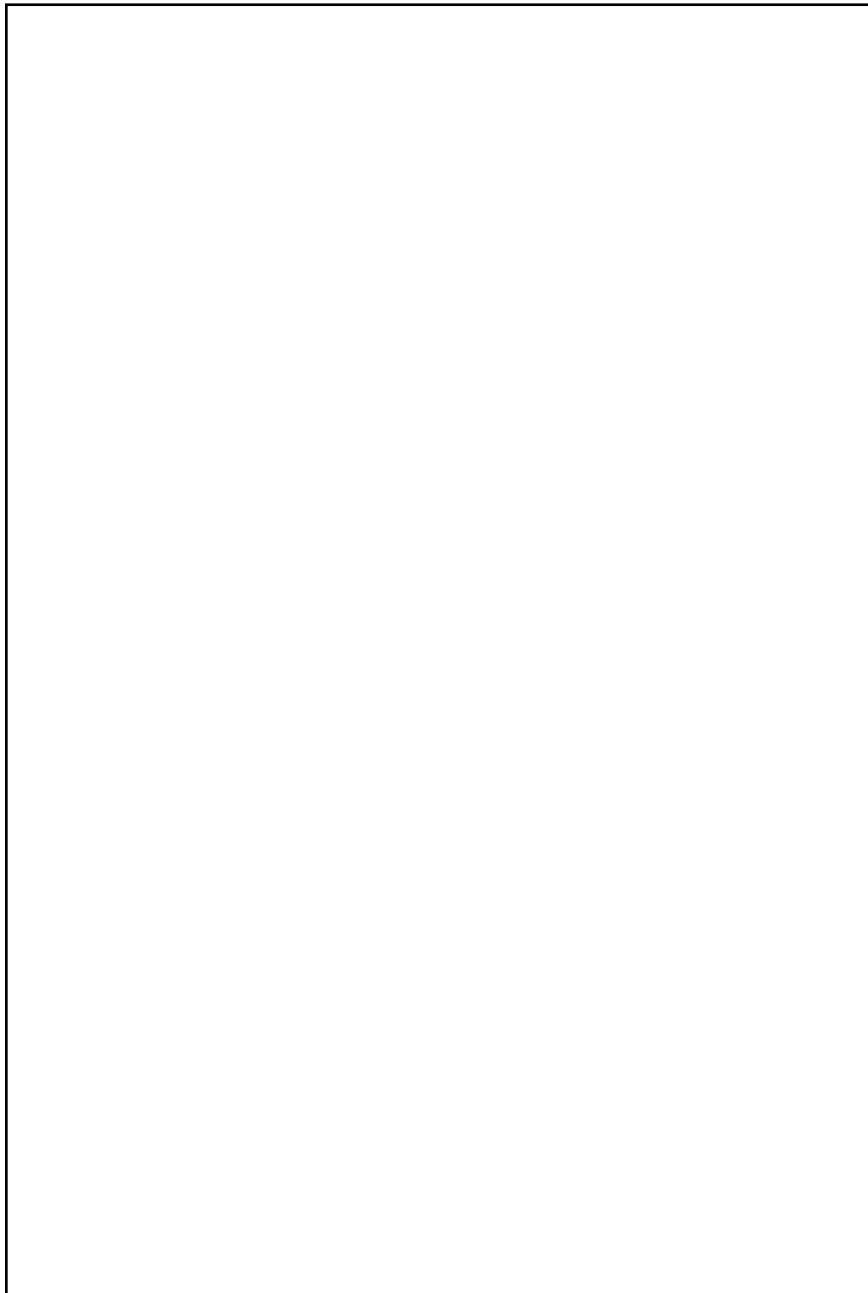
WRITE IT HERE: _____

3. WHAT IS AN EMERGING TECHNOLOGY YOU ARE EXCITED ABOUT?

Invent a new business/product/service that combines all three of these factors. What is the opportunity?

What is the risk of executing this idea? What might go wrong?

Draw a picture of your idea!



Activity 02:

1. PICK A RANDOM NUMBER BETWEEN 1 AND 58: _____

Refer to pages 163-172 to find out your impact model.

WRITE IT HERE: _____

2. PICK A RANDOM NUMBER BETWEEN 59 AND 92: _____

Refer to pages 172-178 to find out your revenue model.

WRITE IT HERE: _____

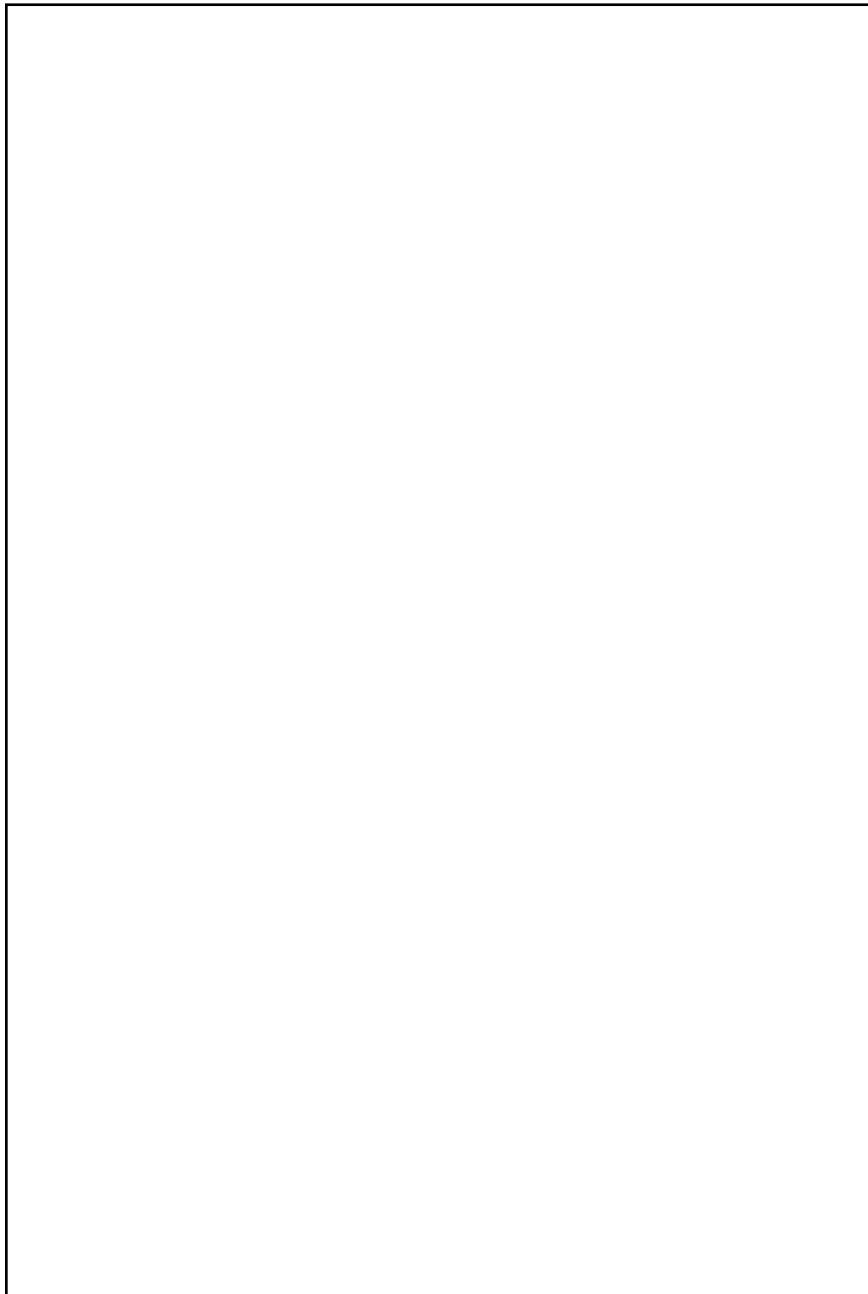
3. WHAT IS AN EMERGING TECHNOLOGY YOU ARE EXCITED ABOUT?

4. WHAT IS AN EXISTING SOCIAL ISSUE YOU ARE PASSIONATE ABOUT?

Invent a new business/product/service that combines all four of these factors. What is the opportunity?

What is the risk of executing this idea? What might go wrong?

Draw a picture of your idea!



Activity 03:

1. PICK TWO RANDOM NUMBERS BETWEEN 1 AND 58: _____

Refer to pages 163-172 to find out your impact model.

WRITE THEM HERE:

2. PICK TWO RANDOM NUMBERS BETWEEN 59 AND 92: _____

Refer to pages 172-178 to find out your revenue model.

WRITE THEM HERE:

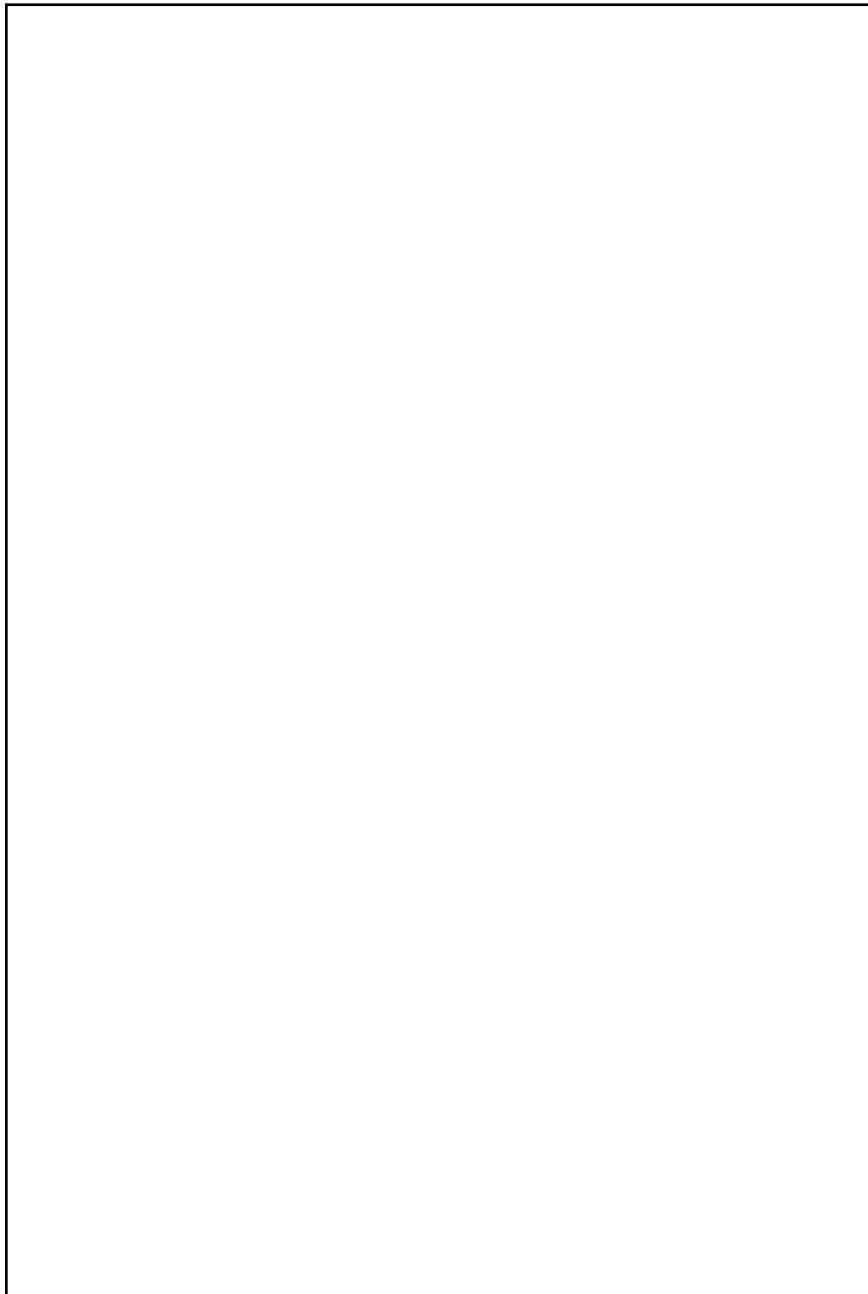
3. WHAT IS AN EMERGING TECHNOLOGY YOU ARE EXCITED ABOUT?

4. WHAT IS AN EXISTING SOCIAL ISSUE YOU ARE PASSIONATE ABOUT?

Invent a new business/product/service that combines all six of these factors. What is the opportunity?

What is the risk of executing this idea? What might go wrong?

Draw a picture of your idea!



Activity 04:

1. PICK THREE RANDOM NUMBERS BETWEEN 1 AND 58: _____

Refer to pages 163-172 to find out your impact model.

WRITE THEM HERE:

2. PICK THREE RANDOM NUMBERS BETWEEN 59 AND 92: _____

Refer to pages 172-178 to find out your revenue model.

WRITE THEM HERE:

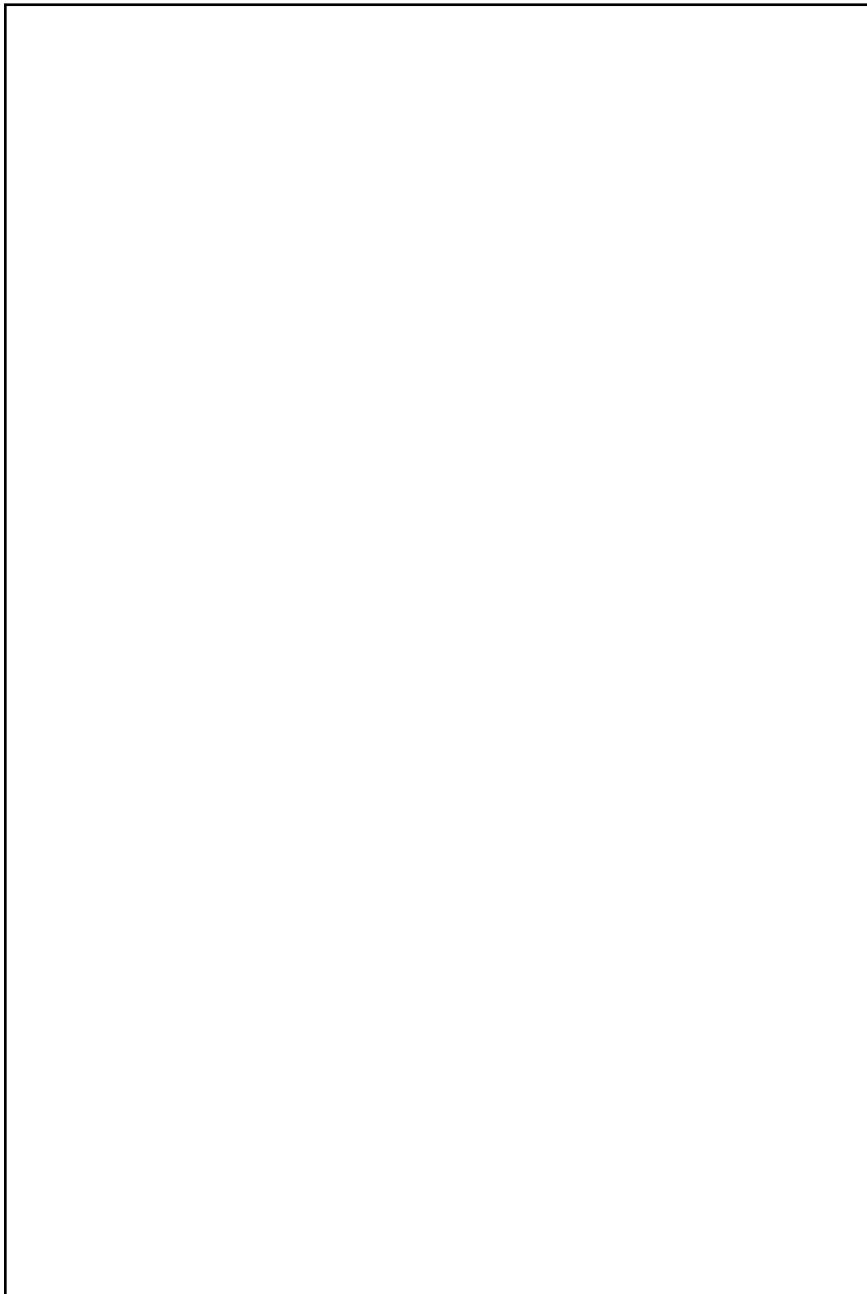
3. WHAT IS AN EMERGING TECHNOLOGY YOU ARE EXCITED ABOUT?

4. WHAT IS AN EXISTING SOCIAL ISSUE YOU ARE PASSIONATE ABOUT?

Invent a new business/product/service that combines all eight of these factors. What is the opportunity?

What is the risk of executing this idea? What might go wrong?

Draw a picture of your idea!



Activity 05:

1. PICK THREE RANDOM NUMBERS BETWEEN 1 AND 58: _____

Refer to pages 163-172 to find out your impact model.

WRITE THEM HERE:

2. PICK THREE RANDOM NUMBERS BETWEEN 59 AND 92: _____

Refer to pages 172-178 to find out your revenue model.

WRITE THEM HERE:

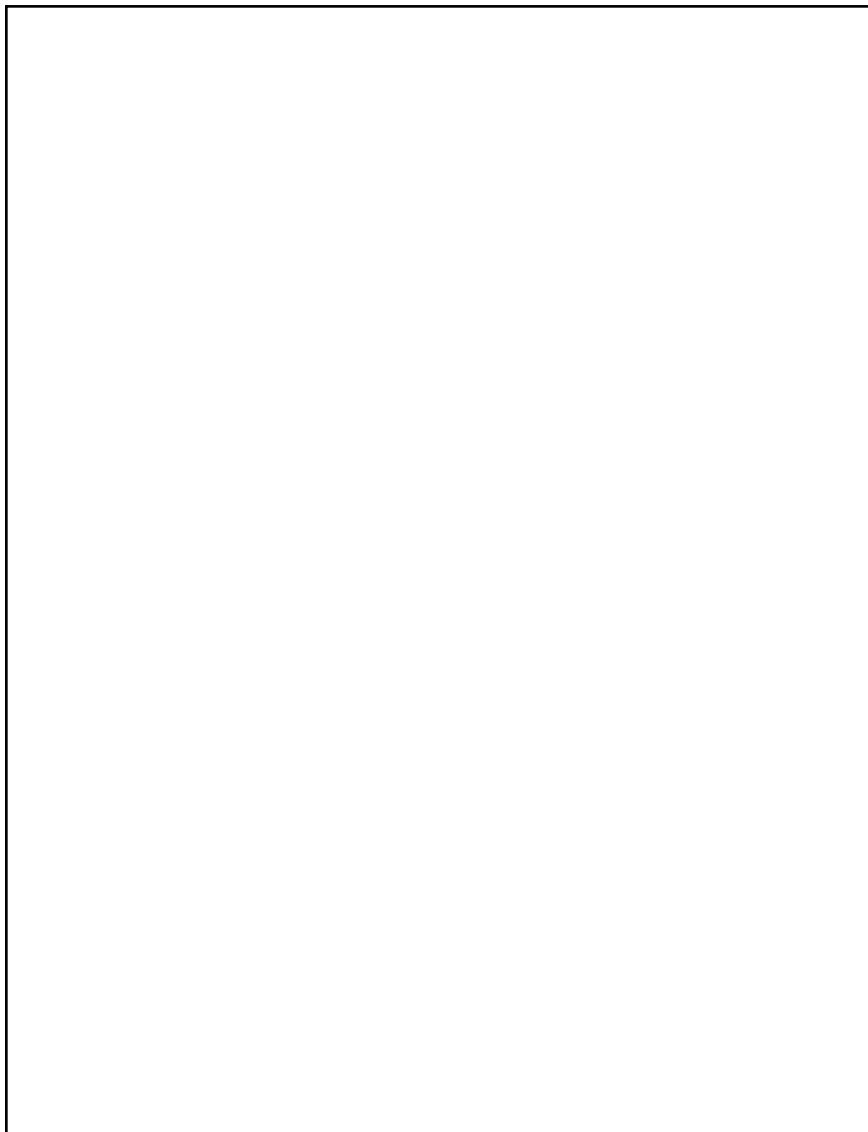
3. WHAT ARE TWO EMERGING TECHNOLOGIES YOU ARE EXCITED ABOUT?

4. WHAT ARE TWO EXISTING SOCIAL ISSUES YOU ARE PASSIONATE ABOUT?

Invent a new business/product/service that combines all ten of these factors. What is the opportunity?

What is the risk of executing this idea? What might go wrong?

Draw a picture of your idea!



Models of Impact, The Glossary

Editor's Note: This is a sample of models included in the Models of Impact glossary. To download the Models of Impact toolkit and access more information and content, please visit <http://modelsofimpact.co>

Impact Models

1. **PRODUCT FOR MEDICAL/HEALTH BENEFIT:** Businesses that develop products with the specific purpose to alleviate medical/health stress for their end users.
Jerry the Bear, Medic Mobile, SwipeSense.
2. **PRODUCT TO BENEFIT LOW INCOME:** Businesses that develop products with the specific purpose of assisting those in low-income/underserved communities.
Delight Hearing Aids.
3. **PRODUCT FOR USE IN DEVELOPING COUNTRIES:** Businesses that develop products with the specific purpose of assisting those in developing countries.
D.Light Design, SolSource, Off.Grid:Electric, SHE.
4. **OPEN SOURCE PRODUCTS (HARDWARE/SOFTWARE):** Products that are typically available for free or for low cost that allow the end users to build upon an existing framework in order to develop new solutions that can scale across industry or region.
Processing, Thingiverse, Arduino.

5. **SLIDING SCALE COST:** Products that are made available by companies at a sliding scale cost, which allows certain markets to subsidize those in need through their purchases.
South Central Farmers Organic Cooperative, Clifton's Cafeteria.
6. **PRODUCT FOR SERVICE/ACCESS:** Products that subsidize access to important services for individuals/communities/organizations in need. Often described as the necessary revision to the infamous "one for one" model.
Stone + Cloth, re:char, LSTN Headphones.
7. **ONE FOR ONE:** A model that allows customers to purchase a product that additionally sponsors a product of equal or lesser value to be sent to individuals/communities/ organizations in need.
TOMS, One Laptop Per Child (OLPC), Warby Parker, BOGO Bowl.
8. **PERCENTAGE INVENTORY DONATED:** A model in which businesses dedicate a set percentage of their inventory to be donated to individuals/ communities/ organizations in need.
Microsoft, Kraft Foods, Google, Marriott International, Pfizer.
9. **ONE PLUS ONE:** A model in which businesses commit 1% of inventory and 1% of profits OR revenues to a cause of choice or to individuals/communities/organizations in need. *Harry's.*
10. **JOBs FOR PEOPLE WITH DISABILITIES:** Products and/or services that are manufactured/offered in a manner that allows the business to employ a workforce that is faced with medical/health issues.
Celebrate EDU, Rising Tide Car Wash.
11. **JOBs FOR TRANSITIONAL COMMUNITIES:** Products and/or services that are manufactured/offered in a manner that allows the business to employ a workforce that is in transition.
Would-Works, Homeboy Industries, CDI Lan.
12. **JOBs FOR DEVELOPING COUNTRIES:** Products and/or services that are manufactured/offered in a manner that allows the business to create jobs in developing countries. Cross-over exists between "transitional communities"

and “developing countries” when the glossary is taken out of the context of business in the United States, or other privileged nations.

SHE, Apolis.

13. **LOCAL JOBS:** Products and/or services that are manufactured/offered in a manner that allows the business to create jobs in local communities.
Caduceus Cellars.
14. **GLOCALIZATION:** Especially prevalent amongst web 2.0 companies, the concept of “glocalization”, or “glocal” speaks to the intersection between trends/needs/innovations that take place on a regional level with the growth of global corporations and globalism.
McDonald's, Facebook.
15. **COWORKING:** A growing alternative to dedicated office space for freelance economy practitioners and small businesses that is also commonly referred to as “shared work space”. Often found in urban environments, co-working spaces allow for collaboration and networking, and lower the cost of business operations for entrepreneurs.
Impact Hub Los Angeles, WeWork, Cross Campus, Co+Hoots.
16. **EMPLOYEE ENGAGEMENT PROGRAM:** Businesses that pay special attention to employee engagement and benefits including paid time off to volunteer, profit-share, or flexible work environments that nurture personal development.
Zappos, Ben & Jerry's, Alvarado Street Bakery.
17. **RECYCLE/UPCYCLE:** Products that are created from recycled materials OR products that are created from previously discarded materials. Also a model that can exist when a business or individual participates in, and advocates for, sustainable practices in the workplace or home.
18. **CONSCIOUS SOURCING:** Products that are manufactured/developed from materials that are consciously sourced in order to protect rare/endangered materials/environments and animals. *Buy the Change.*

19. **PAPERLESS OFFICE:** Services/offerings that pay special attention to the reduction of paper waste throughout an engagement.
Efficient Technology Inc., Quickforms, Paychex.
20. **IRREGULAR CONTRIBUTIONS:** Irregular contributions are donations made throughout the year by businesses that are not necessarily donated in proportion to the revenue/profit from that year.
Kroger, Wall-Mart, Wells Fargo, Bank of America.
21. **PERCENTAGE OF PROFIT/REVENUE:** A model in which a company in the service or product-oriented business space donates a pre-determined percentage of their profits or revenues on a yearly, quarterly, or more frequent basis.
Product Red, Big Wheel Brigade.
22. **GIVE HALF PROFIT/REVENUE:** A model in which a company in the service or product-oriented business space donates 50% of their profits or revenues on a yearly, quarterly, or more frequent basis.
Latitude, Bridgeway Capital Management.
23. **100% PROFIT/REVENUE:** A model in which a company in the service or product-oriented business space donates 100% of their profits or revenues on a yearly, quarterly, or more frequent basis. This is most common amongst nonprofit organizations or private foundations, but has been leveraged in the private sector, historically.
charity: water, Newman's Own, Made by DWC (Downtown Women's Center).
24. **SOCIAL AWARENESS:** A business in the service or product-oriented business space that is dedicated to inventing products or delivering services that raise awareness around a significant cause or issue.
Sevenly, Falling Whistles, KONY (Invisible Children), Buena Nota.
25. **SOCIAL ACTION:** A business in the service or product-oriented business space that is dedicated to inventing products or delivering services that inspire action around a significant cause or issue.
Change.org, Thunderclap, Amicus.

- 26. IMPACT INVESTING:** Investments made into companies, organizations, and individuals with the intention of creating both a financial and social/environmental impact. Impact Investing typically focuses on emerging markets.

Girls Helping Girls, New Incentives (Syetha Janumpalli), Imprint Capital.

- 27. CROWD-FUNDING:** A method of fundraising that activates a large group of people (the "crowd") to make a mass of small donations/purchases that collectively fund a project or initiative.

Start Some Good, Kickstarter, IndieGoGo, Patreon, Groundswell, Return on Change.

- 28. SOCIAL IMPACT BONDS:** A contract with the public sector in which a commitment is made to fund improvements in exchange for social outcomes that ultimately result in savings for the public sector.

Goldman Sachs, Social Finance UK.

- 29. MICRO-LENDING:** Also known as micro-credit. This is a form of financing that allows the general public and private institutions to distribute very small loans to impoverished borrowers who typically lack collateral and a credit history that is verifiable.

Kiva, Grameen Bank, MicroEnsure.

- 30. CIVIC/SOCIAL INCUBATOR OR ACCELERATOR:** A specialized program that provides the training and resources required to assist entrepreneurs in the development/launch of a product or service that creates social, civic, or environmental impact.

Educate! (Eric Glustrom), AshokaU, Code for America.

- 31. THE 100% MODEL:** A model leveraged by nonprofit organizations that allows all public donations to be invested in the cause/work of an organization as opposed to the overhead/operating costs. This is made possible through a distinguished committee/board that has committed to underwriting all operating costs for an organization.

charity: water, DIGDEEP, Project Hope Worldwide, World of Children Award.

- 32. OPEN SOURCE (SERVICES):** Services and research findings or methodologies that have been made openly available for

all individuals/companies/organizations to use freely.
Vera Solutions, OneDegree, FSG.

33. **SHARING ECONOMY:** A collaborative economy that is built around the concept of sharing physical or intellectual resources between peers.
Burning Man, Task Rabbit, Uber, Lyft, AirBnB, Good Things Everywhere.
34. **PRO-BONO PUBLICO:** Literally means “for the good of the public”. A type of philanthropy in which businesses provide their time and knowledge at no cost to the beneficiary. Originally found in the legal industry in the late 1800s, pro-bono has grown to engage a diverse range of disciplines/industries in the service-oriented business space in in-kind philanthropy.
verynice, Taproot Foundation, HP.
35. **GIVE HALF SERVICES:** A model that allows service-providers to increase company bandwidth while simultaneously lowering overall company overhead in order to allocate time and resources toward a 50% pro-bono commitment.
verynice, No Typical Moments, Impact Rising, Photon Factory.
36. **GIVE SOME SERVICES:** Businesses in the service-oriented business space that occasionally offer pro-bono services, but do not have a standardized/institutionalized amount of time or resources allocated.
Deloitte, Bain and Company.
37. **INTERMEDIARY PRO-BONO/VOLUNTEERISM PLATFORMS:** An organization that serves as a connecting point between service providers or volunteers and organizations or communities in need.
Taproot Foundation, Catchafire, MobileWorks, Volunteer Match.
38. **THE 1% PROGRAM:** A business model popularized in the architecture discipline in which firms make a commitment to donate 1% of all time/resources toward pro-bono projects to better the community.
Gensler, Cannon Architects.
39. **PRO-BONO MARATHONS:** Also known as “done in a day.” A model in which service-providers undertake a pro-bono project in one intensive session that typically lasts

for 24 hours and leverages all human resources for that day to maximize impact.

AIGA Design For Good, Global Service Jam, CreateAthon.

- 40. LOANED EMPLOYEE PROGRAM:** A program, typically leveraged by large companies, in which employees are “loaned” for a temporary/pre-determined period of time to a nonprofit organization in order to complete a project or solve an organizational problem from an outsider perspective. Loaned employee programs can also take place over a shorter time period in the form of a mentorship or tutoring program for children, students, and/or communities in need.

PWC, Microsoft, IBM.

- 41. SLIDING SCALE RATES:** Rates for services that are defined by a company/practitioner on a sliding scale basis, which allows certain markets to subsidize those in need through their purchases. Often described as “partial pro-bono”.

Planned Parenthood.

- 42. NON SKILLS-BASED VOLUNTEERISM:** A program, typically leveraged by large companies, in which employees are invited to join an expedition to give back to their community in a non skills-based approach (for example cleaning a beach).

Sony, Target, Disney.

- 43. 1% FOR THE PLANET:** A commitment made by businesses to donate at least 1% of all profits to environmental causes. Aside from engaging in philanthropy on a micro-level, the model allows businesses to engage with like-minded colleagues for potential networking and collaboration.

RA Partners, Patagonia, New Outlook Financial.

- 44. 20% TIME:** A work-flow/time-management model in which the staff members are encouraged to allocate a percentage (in this case 20%) of their time toward independent projects of their choice. This model was popularized by Google as a method for encouraging intrapreneurial endeavors within a large organization. *Google.*

45. **ACCESS TO EDUCATION:** Businesses that develop products and services with the specific purpose to make education and personal development more accessible and enjoyable for their end users. *Leap Frog.*
46. **PROMOTING CREATIVITY:** Businesses that develop products and services with the specific purpose to promote creativity and innovation for their end users. These users can be companies as a whole, or individuals. As a service, this often takes the form of creative workshops. As a product, this often takes the form of books, toolkits, or other materials for making.
47. **COOPERATIVE:** Cooperatives date back to the earliest tribes, and represent a voluntary group of people who work together to share mutual social, economic, and cultural benefits. Cooperatives are often categorized in three ways: consumer, worker, and housing. A consumer cooperative is a business or organization that is owned by the people who use the services. A worker cooperative is a business or organization that is owned by the people who work for the company. A housing cooperative is a business or organization that is owned by the people who live in the space itself. Aside from ownership, cooperatives also tend to have their own unique mission/vision which the community they create hopes to accomplish/represent.
United states Federation of Worker Cooperatives, Raiffeisen, Rochdale Society of Equitable Pioneers.
48. **PERSONAL DEVELOPMENT:** Personal Development is a Model of Impact that allows the owner of a lifestyle enterprise or the consumer of a small or large business to develop themselves on a personal level via the accumulation of necessary skills or experiences to aid the advancement of their career/life.
49. **PERSONAL WEALTH:** Personal Wealth is a Model of Impact and common motivator for many entrepreneurs and independent professionals. By creating multiple revenue streams, and by defining a structure for passive income, individuals can achieve personal wealth.
50. **FAMILY LEGACY:** Family Legacy is a Model of Impact and common motivator for many entrepreneurs, especially

family-owned-and operated businesses. With an emphasis on designing a business that has the capability of being passed down through the generations, this Model of Impact is driven by long-term planning and succession strategies.

51. **PEER-TO-PEER LENDING/DONATIONS:** Similar to crowd-funding, Peer-to-Peer Lending/Donations (also known as "P2P" Lending/Donations), the model allows a group of people to donate and/or lend money to a friend in need. Unlike crowd-funding, the P2P Lending/Donations model does not have an emphasis on the funding of entrepreneurial pursuits, but instead for crisis-oriented needs. *GoFundMe*.
52. **FAIR TRADE:** A social movement in which members advocate for higher prices to exporters of goods as well as higher environmental standards. This Model of Impact is especially relevant for producers who work with developing countries, but has been implemented/advocated for in privileged nations as well. *Fair Trade USA*.
53. **CORPORATE SOCIAL RESPONSIBILITY:** An approach to marketing and human resources development leveraged by larger corporations in order to promote and inform their charitable donations while also engaging the general public as well as staff in the effort to be socially responsible to the global and local communities they serve.
GOOD Corps, KFC, Pepsi, Enso.
54. **OPEN DATA:** A public initiative lead by several governments in the United States in order to make data about the region(s) they serve more accessible to the general public in order to inspire innovation and empathy for local concerns.
City of Los Angeles, City of San Francisco.
55. **NATURE + WATER PRESERVATION:** Businesses that develop products and/or services with the specific purpose of preserving and protecting our environment as well as our water resources.
56. **ANIMAL WELFARE:** Businesses that develop products and/or services with the specific purpose of preserving and

protecting the livelihood of our animals OR a business that executes upon best practices in Animal Welfare in order to ensure animals are not harmed or mistreated in the development of their products/services.

57. **FARM TO TABLE:** A Model of Impact in the food industry, specifically leveraged by restaurants, in which the proprietor of an establishment will consciously direct his/her purchases toward local farmers in order to reduce footprint while simultaneously supporting the local economy.
58. **CONDITIONAL DISCOUNTS:** A model that rewards customers at an online or brick and mortar establishment for good behavior/acts of kindness or heroism in order to incentivize social impact. *Hummus Bar.*

Revenue Models

59. **HOURLY RATE:** A structure for paying for a service-provider's work. Typically when someone is working on an hourly rate, it is for a small job, or for maintenance, and an estimate of hours is provided prior to commencement.
60. **DAY RATE:** A structure for paying for a service-provider's work. A Day Rate tends to represent 8-12 hours of work, and is most commonly used in the entertainment industry, specifically with film, photography, or editing.
61. **PROJECT/FLAT RATE:** A structure for paying for a service-provider's work. A Project/Flat Rate is written into an agreement which covers a set scope for a specific project or engagement in order to accomplish the goals of a project without needing to keep track of hours.
62. **OVERTAGES:** A structure for paying for a service-provider's work. Most commonly used in conjunction with a Project/Flat Rate, overages represent an additional billable set of hours or scope for work that was produced by a service-provider which was

not included in the original scope that both parties agreed upon.

63. **DISTRIBUTED OUTSOURCING:** A revenue and management model leveraged by service-providers in which a client request/engagement is not physically executed by the company on contract, but instead is managed by said company, and is passed down to a network of partner companies and/or freelancing individuals.
64. **ECOMMERCE:** Originally short for “electronic commerce”, eCommerce is a revenue model leveraged for the sale of digital or physical products in which the transaction and customer information are being transferred over the Internet. *Amazon*.
65. **DIGITAL DOWNLOADS:** A sub-model within the greater eCommerce umbrella in which a consumer is purchasing a product in the form of a downloadable digital file as opposed to a physical product that requires shipment and postage.
iTunes, GumRoad.
66. **PAY WHAT YOU WANT:** A revenue model that requires the customer to determine the perceived value of the product or service they seek to purchase. Also known as “PWYW”, the model is most commonly leveraged in the open-source software community, as well as the independent music industry, but has evolved to play a role in mainstream digital product commerce as well.
Radiohead’s “In Rainbows”, ActiveHours.
67. **RETAIL COMMERCE:** Retail Commerce is a revenue model leveraged for the sale of physical products in a physical setting. The most common industry in which retail commerce thrives (as opposed to electronic commerce) is the fashion industry as well as the sale of large machinery such as automobiles. Retail Commerce requires a sales team as well as a physical storefront.
Nordstrom, Target.
68. **FREEMIUM:** Originally known as “crippleware”, the Freemium model offers users with multiple tiers of packages for a product, with one of those tiers always

being free. Most commonly leveraged in the digital space, the free tier includes a limited amount of features, while the paid tiers offer a substantially more robust experience/suite of features.

DropBox, LinkedIn.

69. **IN-APP PURCHASES:** An In-App-Purchase is a monetary exchange, and an exchange customer information that takes place within a free or paid app in order to access more features, game levels, or content. In-App Purchases are often recognized as a mobile form of the "freemium" model.
70. **AUCTION:** A revenue model in which one or more items are offered for sale in a public setting, or at a private event/fundraiser. Auction items will typically have a recommended price, but the eventual cost of the product is determined via the participants/guests attending the auction. Guests interested in an item will place a "bid" on an item which indicates the number they are willing to pay for the item, and the highest bidder earns the ability to complete the purchase.
71. **RESTRICTED GRANTS:** A financial award that is given (most frequently) to a nonprofit organization in a "restricted" manner. This is a gift that has contingencies which explicitly determine the use-case for the award in order to fund specific programs and initiatives.
72. **UNRESTRICTED GRANTS:** A financial award that is given (most frequently) to a nonprofit organization in an "unrestricted" manner. This is a gift that has no contingencies, and as a result, the recipient of said award has the freedom to invest the contribution in any program/initiative/overhead they desire.
73. **DONATIONS:** The giving of necessary funds, in-kind services, or goods to a nonprofit organization or community cause in exchange for a charitable deduction receipt that is written off at the end of each tax year by an individual or company/collective.
74. **MEMBERSHIP/SUBSCRIPTION:** The membership/subscription model allows an exclusive community of members and/or subscribers to earn access to recurring goods

and/or services and/or access. Membership is often in reference to a physical community space whereas Subscription is often in reference to a regularly delivered set of physical products or digital products/content. For businesses, Membership/Subscription ensures recurring revenue and/or recurring engagement. Most commonly, there are multiple "tiers" that create a community which are defined by the amount of access each member/subscriber is granted as well as the amount of money they pay on a recurring basis.

Loot Crate, GOOD Magazine.

75. **PAYWALL:** Commonly leveraged in conjunction with the "Freemium" model, a paywall is a standardized moment in an experience, typically online, in which a user loses access to continuing their experience unless a fee is paid to the service-provider. *NY Times.*
76. **PATENT LICENSES:** In general, licensing is the sharing of a protected invention in exchange for cash, and governed by an agreed upon set of rules/terms-of-use. When a business or an individual is granted a patent, they can elect to license the use of their invention/creation to other businesses or individuals who have products that could benefit from the innovation. Patents are granted for the design and/or utility of products and services.
77. **TRADEMARK LICENSES:** When a business or an individual is granted a trademark, they can elect to license the use of their creation to other businesses or individuals who have products that could benefit from the content. Trademarks are granted for graphic designs, illustrations and artwork, and written copy/taglines.
78. **FRANCHISE:** A Franchise is a method for licensing brands, processes, and products/services in the brick-and-mortar Retail and/or Food industries most commonly. A Franchisee can open a Franchise location by paying an initial fee as well as a recurring fee or profit-share with the primary owner of the business. *Subway, Taco Bell.*
79. **SAAS:** SaaS (short for "Software as a Service") is a method for licensing and delivering centrally hosted

software to users on a subscription basis. SaaS is also referred to as "on-demand software", and the Freemium and Membership/Subscription models are similar in structure.

80. **PER-USE/DEVICE LICENSING:** Per-Use/Device Licensing is a method of licensing in which the terms and financial commitment are determined by the amount of devices or use-cases the product will be leveraged in. For example, when purchasing a font, Graphic Designers are asked to determine the rate at checkout based on the amount of computers the font will be installed on.
81. **ADVERTISING/ADVERTISEMENT:** In general, advertisements are a public display/notice that aims to promote the goods and services of a business, organization, or individual. Advertisements are displayed in/on newspapers, billboards, software applications, websites, social media, and more. To receive placement, the interested party typically works with a "media buyer" in order to determine the best location/method for displaying the promotion in order to optimize the return on investment based on the demographics that inhabit the space. An advertising agency coordinates this sale as well as the development of the content and imagery to be included in the advertisement.
Saatchi&Saatchi, DDB, Weiden + Kennedy.
82. **EVENT TICKETS:** Event Ticketing is a common revenue model leveraged across sectors and industries in the context of a celebratory event, a public/private show for entertainment purposes, and/or a fundraiser. Nonprofit organizations typically host one large event per year, also known as a "gala".
83. **PARTNERSHIPS:** Partnerships can take place in a wide range of contexts depending on the agenda and formality of the partnership. For a business, a partnership can be as formal as a split in day-to-day operations, or as informal as a one-off partnership for a product or event between two businesses, two individuals, or a business and an individual. In social enterprise, partnerships also exist between governments and organizations, governments and

- businesses, or organizations and businesses in order to create a program that drives social or financial impact to a community.
84. **AFFILIATE PROGRAMS:** A model prominent in Influencer Marketing in which an influencer/identified affiliate for a product or service's campaign will be given a link or referral ID that allows them to make a small percentage of every sale that originates from them.
85. **SPONSORSHIP:** An agreement between two organizations/businesses in which one of the organizations/businesses will sponsor/support the other via the donation of necessary good/services/cash in exchange for public recognition.
86. **PROFIT/REVENUE-SHARE PROGRAM:** An arrangement between two entities that allows them to share the profit or revenue on a pre-determined product, service, or program over an agreed upon period of time. To allow for social impact, this model is often leveraged in partnership between a nonprofit/community-based cause and a business. However, this kind of program can also take place between two businesses for the sole purpose of generating more income.
87. **BOGOF:** Buy One, Get One Free (also referred to as the BOGOF model) is a temporary/time-based promotional model in which consumers purchase one product and/or service, and receive a second product and/or service that holds equal or lesser value to the original purchase.
88. **BUY ONE, GET ONE HALF OFF:** Buy One, Get One Half Off (occasionally referred to as the BOGOHO model) is a temporary/time-based promotional model in which consumers purchase one product and/or service, and receive a second product and/or service that holds equal value to the original purchase at a 50% discount.
89. **COUPONS:** Coupons are advertisements that, when redeemed by the recipient, serve as a form of currency in order to allow the consumer to obtain a good or service for free, or for a reduced price. Coupons come in many shapes and sizes, but entered the mainstream consumer culture in the mid-20th Century. 10% Off,

25% Off, and 50% Off are examples of the kinds of discounts offered via coupons on a regular basis. *Coca Cola, Valpak, The Nielsen Coupon Clearing House.*

90. **FREE SAMPLE:** Leveraged by department stores and grocery stores most commonly, Free Samples allow a consumer to obtain a small portion of a new product/service at no cost in order to inspire them to buy-in to the full service/product offering. *COSTCO*.
91. **WHOLESALE PURCHASES:** Made available via Wholesale districts, outlet malls, and bulk retail, a wholesale purchase allows a retail store or distributor to access a high quantity of goods for a rate that is discounted thanks to the bulk order.
92. **CROSS-SUBSIDY:** A revenue model/pricing structure in which the purchases of a consumer directly fund another product/initiative of the brand they are buying into without them realizing it. Put simply, a cross-subsidy is what happens when one thing pays for another thing.

Microsoft/XBOX, Sony/PlayStation, Gillette Razors.

Afterword

Matthew Manos

My life and my career, thus far, has been built upon three guiding principles: to create impact, to share knowledge, and to enable legacy. On a personal level, these principles represent a growth in my own attempt to understand what it means to give back, the relevance of that gift, and my own personal development in practice and in life. In many ways, this book serves as a starting point, but in many ways it also represents a pivotal moment and opportunity for social entrepreneurs.

To Create Impact

To create impact, as I see it, is to attempt to be a part of something bigger than yourself in order to grow in a way that you may integrate yourself within the unique perspectives and challenges of others without being a burden to them, and without imposing your own values and beliefs.

I launched verynice in 2008 from an apartment while attending UCLA, but the origins were actually a few years before that and can be traced back to when I was just 16 years old. I had just started taking a class on “digital art” where I

was learning my way around Photoshop, Illustrator, InDesign, and a lot of the basics of design. I found myself getting excited about design. I was really into the technicality of it all, and this passion was becoming more and more evident to my peers and my family. In order to support this newfound passion, my godmother, who was studying art in Australia at the time, decided to send me a CD Rom with a pirated copy of Photoshop on it. Shortly before receiving this disc, I had bought my first Apple computer with money I saved from selling paintings to some of Silicon Valley's most influential entrepreneurs (but that's a whole 'nother story).

I had everything I needed to kick off a career in design. Luckily, being a high school student, I also had a lot of free time. Working late into the night, each night, I taught myself things here and there in order to expand upon my understanding of the tools and software at-hand. I found, however, that I was spending most of my time manipulating photographs to make it so that my friends would have crazy looking hair, and eyeballs the size of watermelons. Needless to say, I was hungry for some meaningful work, and was eager to make something that someone could actually use. This idea of usefulness, something at the core of design, was an inspiring opportunity to me. As a result, I kept my eyes open for a project that could help me fulfill that need.

Back then, and still to this day, I spent a lot of time skateboarding. Every weekend, I would go to the skate park with my dad in Sunnyvale, California. During one visit, out of the corner of my eye, I noticed a man in a wheelchair roll into the bowl. Needless to say, this was a pretty unusual sighting. Out of curiosity, I decided to move a little closer to him. Upon doing so, I realized that he was not alone, but instead with a bunch of little kids who were also in wheelchairs. At this point, I knew that I couldn't just sit there any more, so I decided to approach the man and spark up a conversation. I learned that he was the founder of a nonprofit organization that helped kids in wheelchairs participate in extreme sports. It was a profound concept to me, and it was the first time that I had ever met the founder of a nonprofit organization. I immediately became overwhelmed by the passion that radiated from him, and in that moment, I realized that I wanted to work with people like him for the rest of my life.

To kick things off, I offered to design some promotional stickers for the man - marking my first-ever pro-bono project. To be honest, I never would have imagined how pivotal a moment the creation of those silly stickers would have been on my life at the time.

After high school, I got into the Design Media Arts program at UCLA. The moment I arrived on campus, I decided that I did not want to solely focus on class assignments, but instead wanted to work for real people, organizations, and businesses. As a result, I found myself doing a lot of volunteer design work for student groups, and over the course of my first three years on campus, I worked with dozens of organizations across campus. By the time I hit my second year of college, I began doing this work at a much higher volume than ever before, and was taking on several client projects simultaneously. Along the same timeframe, I was taking on a lot of internships and realized that there was a huge need to rethink the way that the design industry operated in order to allow impact (especially pro-bono service) to co-exist with "business as usual".

The sudden growth of my freelance practice made it a great time to put a name to all of this, and so I began to ask myself: "what would a very nice design studio look like?". Enter verynice.

In the early days, verynice was not a business. Instead, it was a side project with a model that was 100% pro-bono. At night, on the weekends, and even during class, I would help organizations that I found around campus and on Craigslist, at no cost. With graduation on the horizon, I had the desire to turn verynice into a self-sustaining operation, and began the process of re-framing verynice as business. Along the way, I became obsessed with the potential of inventing a viable business model that thrived on the basis of giving services away for free to those in need.

It was that entire year that our impact model began to evolve as we went from 100%, to 90%, to 80%, to 70%, to 60%, finally landing on a 50% pro-bono commitment. Simultaneously, I was working to invent a series of experimental operational models and marketing strategies to make that commitment possible.

To Share Knowledge

Every year, non-profit organizations are spending close to 8 billion dollars on fees billed by service-providers. In an effort to help organizations save valuable resources, at any given moment, verynice is balancing an equal number of pro-bono and paid projects. This is made possible by verynice's pioneering "Give Half" model which calls for our studio to take on a high volume of projects in order to generate the revenue necessary for us to be able to afford to simultaneously engage in pro-bono work for nonprofit organizations. To accomplish this, we work with an extensive distributed team in order to maximize our bandwidth while keeping costs low.

To date (2016), verynice has been able to donate over \$5,750,000.00 worth of pro-bono services to nearly 500 nonprofit organizations, and has built a team of well over 400 practitioners and collaborators spanning 45 countries. These are numbers that I am incredibly proud of, and that my team and I have worked tirelessly to claim, but when you compare them to the figure of 8 billion dollars, it is quick to understand that the impact we have worked for years to create only represents a small dent in the greater cause. As a result, in 2012, I decided that the only way we could achieve our mission of alleviating nonprofit expenses would be to inspire a new movement in pro-bono. To accomplish this, we open-sourced our business model and proprietary methodologies by way of publishing a book: *How to Give Half of Your Work Away for Free*. As a result of this initiative, we have inspired thousands of practitioners to engage in pro-bono work around the world.

After publishing the second edition of our book in 2014, I realized that social entrepreneurs needed even more tools that could allow them to create their own unique business model, driven by impact, just as I managed to do with Give Half. Enter our second major initiative: Models of Impact.

Models of Impact is a toolkit that allows people to create innovative business models for social, environmental, or personal impact. The Models of Impact project is part of a greater initiative to open-source every model of impact. Our vision is to enable legacy by making systemic approaches to long-term change more tangible, actionable, and accessible.

With thousands of entrepreneurs and educators now leveraging the Models of Impact toolkit (as of 2016), we estimate that the toolkit has generated over 9,500 new impact-driven business concepts. With the immense volume of ideas being generated, the almighty question of "why?" can't help but present itself to me. Our manifesto, *Toward a Preemptive Social Enterprise*, is one attempt to answer that question.

To Enable Legacy

I'm not terribly fond of money, or the historical premise and ambition of business models. Instead, I'm fond of systems, really because they have the power to enable legacy, or to force us to design with the best interest of the long-term success of a community or idea. This passion for legacy and futures is something I've carried with me since shortly before that pivotal day at the skatepark.

I was really sick in high school; I had a benign tumor in my stomach. This is something I almost never talk or write about, because it was a challenging time for me - nevertheless, this was my first confrontation with how fragile life is and how limited our time is. From the moment I realized everything was going to be OK, I decided that I wanted to do as much as I could to create my own legacy. Everything else presented itself with incredible frivolity after that realization. Helping people became a logical starting point, and this is when I gained clarity on what I wanted to do - on the balance I wanted to create, of giving and getting. It was eye-opening. The story I always tell about how I met my first pro-bono client happened during this period of my life. If it wasn't for what I learned and experienced during this challenging time, verynice would not exist. At least not with the vision it carries today. That's for sure.

In addition to lighting a fire that would eventually define my career trajectory for over a decade as well as the ambitions and mission I continue to hold close to my heart, this period in my life made it so clear to me that designing for the future is an incredible privilege and honor. This sense of privilege became even more clear to me after finding success

as a business owner, something that I am proud of, but also something that continues to remind me that if you are in a position to consider the future, you must.

This book, especially our manifesto, speaks to a critical turning point in my own outlook on social impact, business, community, and the role I attempt to play in that. Hopefully the words move you as much as they move me, and that they represent not something to achieve immediately or exclusively, but instead to work towards, and to balance.

Social enterprise is ready for a new perspective and set of principles. A work-in-progress for thousands of years, but only in the public eye for a handful of decades, the practice already feels as if it is on a bit of a treadmill. This is not to say it isn't growing - it is! And fast. But as things grow and scale, the original intention can get lost, or at least confused, along the way. As we welcome the next wave of social entrepreneurs and conscious consumerism, the novelty of giving back will diminish. Instead, an integration of more holistic and systemic models of impact will be the new standard for social enterprise as we know it. It is up to us to define what those models can be, and to design the future we wish to inhabit.

Dedicated to my family.

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